

Branding in Architecture: Image and Spatial Communication

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May 2011

Submitted towards the fulfillment of requirements for the Doctor of Architecture Degree.

Doctorate Project Committee

Kristopher Palagi, Chairperson

Joyce Noe

Harvey Maruya

Branding in Architecture: Image and Spatial Communication

Reid Okaneke

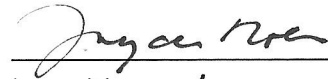
May 2011

We certify that we have read the Doctorate Project and that, in our opinion, it is satisfactory in scope and quality in fulfillment as a Doctorate Project for the degree of Doctor of Architecture in the School of Architecture, University of Hawai'i at Mānoa.

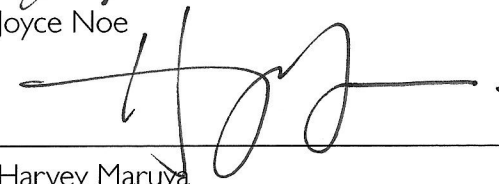
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Kristopher Palagi, Chairperson



Joyce Noe



Harvey Maruya

Acknowledgments:

First and foremost, I would like to thank my committee for the dedication, time, and effort they have all given me with this Doctorate of Architecture project. Their guidance provided me the chance to explore and expand my interests in both graphics and architecture with the focus of branding. A mahalo to my Practicum firm at Gensler San Francisco for expanding my knowledge of the subject, and making me understand how much more depth branding has to offer. Gracias my fellow peers for the numerous discussions, edits, and support that helped me refine my ideas and concepts of this dynamic topic. Lastly, a great deal of gratitude goes to my friends and especially my family for the motivation and patience, both mentally and physically, throughout my long educational career.

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Vocabulary

Terms:	Definition:
Brand	A nebulous collection of variables aimed at communicating a client's branded attributes.
Branding	The creation of a brand through the analysis of a client's branded attributes.
Branded Attributes	Concise qualities and characteristics comprised of a core message, typically found in mission and vision statement of the client.
Client	A retail entity looking to better connect its identity with the public.
Customer Loyalty	Intended goal of the client with the use of branding. The ability to make a customer connect with a specific client.
Designer	A creative mind that takes the client's goals and develops various interpretations of the idea.
Nebulous	Something that is not perfectly clear. Able to understand the existence of a subject, but not able to grasp the subject due to the ever-changing content or the vague subject matter.
Public	The demographics that consume, use, or purchase the client's business product. In addition, people speaking (buzz) about the client's business, who does not contribute towards consumption.
Public Experience	The message understood by the public through branded variables. (if successful it will match the branded attributes)
Storyboard Diagram	A tool used in the branding process to analyze the variables and embed the client's branded attributes, generating a desired public experience.
Variables	The three categories a client uses to interact with the public. <i>Product, Customer Interaction, Physical Space.</i>

Abstract

This project aims to develop a clear understanding of the role and process of branding in architecture. Too often, the breadth of brand is reduced to a common logo. By analyzing a client's goals to a specific branded attribute, designers have an opportunity to develop a stronger branded identity to relay the client's business accurately to the public. This research explores how a brand is expressed through product, customer interaction, and physical space. With the use of 2D and 3D creations, designers are able to tell a story without a saying a word. To clarify the understanding of brand between the design team and clients, this research tests a tangible representation of brand in the form of a "storyboard diagram."

Preface

I believe that diagrams, charts, and hands-on material are essential to understanding an idea or subject. I personally value this approach due to my continual battle with dyslexia from an early age and on through high school at Assets School, which utilized various teaching methods. I have always related to and understood visual and hands-on stimuli, which led me to study graphic design. It was during my studies in graphic design that I learned how to refine my passion for art into a communication tool. After receiving my BFA from Chapman University, I became interested in architecture, another form of purposeful design and communication. I had also discovered that with great architecture, the dynamic 3D manipulation of spaces could communicate a variety of emotions. My strengths and passion for graphic design and architecture led me to the growing field of communication where I can focus my research of branding used in architecture.

Define Brand(ing)

Brands are constantly affecting our daily lives; from the drink choices we make to the cars we drive. From the time we wake up in the morning until the time we fall back to sleep, we are affected by about 60,000 branding messages on a daily basis.¹ Whether intentionally through advertising or simply viewing the brand name of orange juice in your refrigerator, brands are constantly affecting the way we live our branded enriched lives. The choices that we make are often times derived from our level of acceptance of a company's brand. For example, the decision of choosing Coca-Cola or Pepsi and the choice between a Lexus or a Honda. These choices we make are not only based upon product assurance. Brands also offer a status symbol amongst the public, whether it is feeling like a better athlete by using Nike or becoming a real man by smoking a Marlboro cigarette. Brands can be more than just a client's identity. They are also an expression of the public in which they are associated.

Beyond the Logos:

Historical Definition (still rooted but not limited to)

A common misunderstanding is that a brand is based on the look or the logo and that determines the success of the "brand". The confusion of brands in some minds could stem from the idea of "branding" in the 1500's, when it was first used to claim ownership of livestock. With the use of branding irons, a heated metal shaped rod would be pressed against various surfaces to create a burned marking on the surface. This mark would be unique to connect the product with the owner. There were multiple uses for branding irons such as a form of identity, ownership of livestock, or craftsmanship such as woodwork projects. "The word brand comes from the word 'brandr', a word used by early Norse tribesmen meaning 'to burn', as in branding livestock to declare ownership."² Even today, the traditional uses of branding irons are still utilized in various fields.

Current Terminology of Brand and Branding:

WHO uses Branding?

Everyone can use some components of branding. The concept of branding is used to clarify “who you (the client) truly are, and where and what you (the client) stand for in your (their) field of expertise.”³ Branding could be used for many reasons, but the primary reason is to focus the client's image toward a specific targeted demographic.⁴ To self-brand is to truly know and understand the client's strengths and weaknesses.⁵ By creating a brand, a company can coordinate a strategy that encompasses its entire marketing strategy and goals. In most cases, the senior management is associated with the deliberation of the context of the company; it is based on the long-term goal that branding provides the most influence.⁶ Branding can be utilized for both large and small realms of identity. Examples include a large web interface like Google to a self-brand such as discovering personal attributes one can take to the working field. Branding embodies both a way of identifying oneself and the ability to communicate this identity appropriately to the consuming public by being true to the bigger picture of their identity.

WHAT is understood as Branding?

Branding is the identification of a client with their vision and mission statement. Branding is not just about a logo, a product, or one specific single entity; it is the unit as a whole expressing a continuity of the client's brand.⁷ It is the entire storyline of the client's identity that they want the public to understand. It is a set of attributes that symbolizes the true nature of the client, which then relates to the public on a higher level than just a physical product or service. It is the guarantee from the client; a sense of security that when using the

product, the public is getting exactly what they are paying for. Brands not only connect the public with the client, but also generate a bond between the two parties in which trust is created the same as one receives from a close colleague; a promise you can whole-heartedly trust.⁸

A great way to understand brand can be expressed through an example of human relations. When meeting a person you immediately see what they look like and they can explain themselves in deep conversation about who and what they stand for. But true understanding and relationship between someone occurs intuitively.⁹ To get comfortable with a new person, building a strong friendship (customer loyalty) is necessary. Branding is what builds that understanding of a person (client) and can be used to expand friendships to others (the public).

WHEN is Branding used?

Branding is used throughout the entire identity development process and continues with the evolution of a client's company. Past methods of branding were similar to large-scale building designs in which a design needs to last through multiple generations of the world and environment. Architecture takes a broader approach to design. The objective in architectural design is not to design for a specific time and trend, but to create a timeless design.¹⁰ Branding is in a constant flux, unstable and ever changing.¹¹ There are many components that could redirect or change a public's mindset and therefore the need to adjust the brand.¹² Brand is the 'seed' as well as the 'water' that makes the company grow. Branding is a beginning and continuing factor that strengthens a company. From the start, branding is an essential asset to a client. It is the core message that binds all parts of a company

together. In addition, branding is continuously expanding its influence in the world. It must be able to focus down to the client's purest elements and must also be able to anticipate its limitations. By having proper branding throughout the timeline of a company, there will be constant growth; just as time goes on, a brand will be able to mature as well as be conscious of its limitations and know where their limitations are in life. Finding that limitations sometimes extend too far may be a fatal risk. This sometimes can result in brand failure; the process is known as brand stretching.¹³ How far can clients stray from their core without complete failure? This question needs to consider the core foundation of the brand in relation to time and customer loyalty.

WHERE do consumers see Branding?

Branding is everywhere, and is expressed through everything from products the public purchase to the language that employees use in a store. There are numerous variables that contribute toward a client's brand and various ways one can express it. The designer's interpretation of the client's brand will best determine the most fitting way to articulate the client's identity to the public.¹⁴

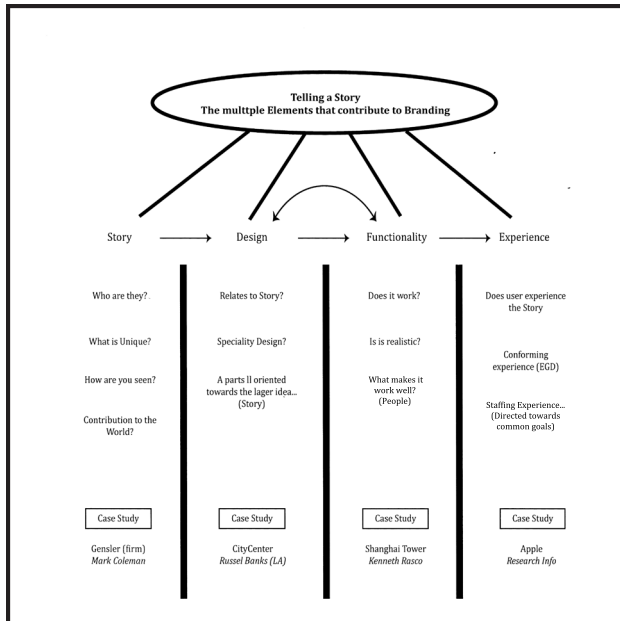
HOW can we (Designers) utilize Architecture in Branding?

Architecture is another medium where branding can exist. Like graphic designers who construct imagery and websites according to specific feelings and ideas, the same exists with architecture. Architects design three-dimensional spaces to generate specific emotions and function. Branding exists to express a client's true identity through non-verbal communication. Architecture can create a lasting impression on a public that can become a great public experience. Creating these positive branded experiences is the way to convey to the public that you are who you say you are.

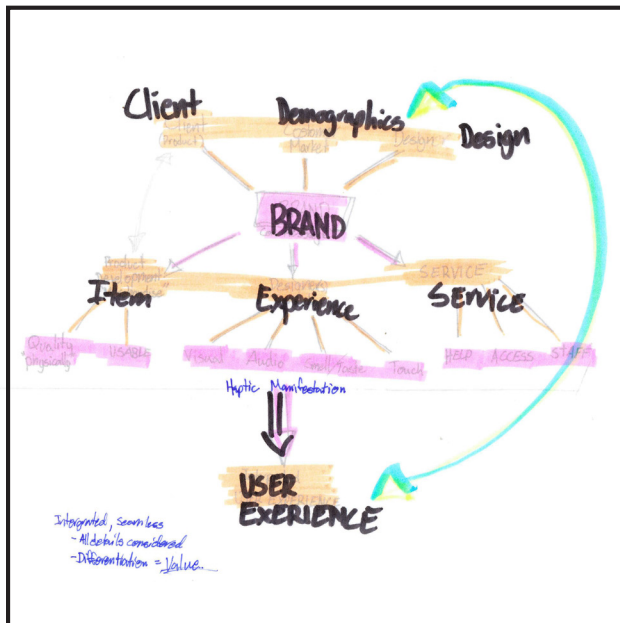
WHY is Brand important?

Brand is important to clients because it is the nucleus that binds all matter together.¹⁵ It creates a strategic path on which a client will go forth. There may be different ways of accomplishing the goals, but the overall content is the same when it comes to embodying a branded identity.

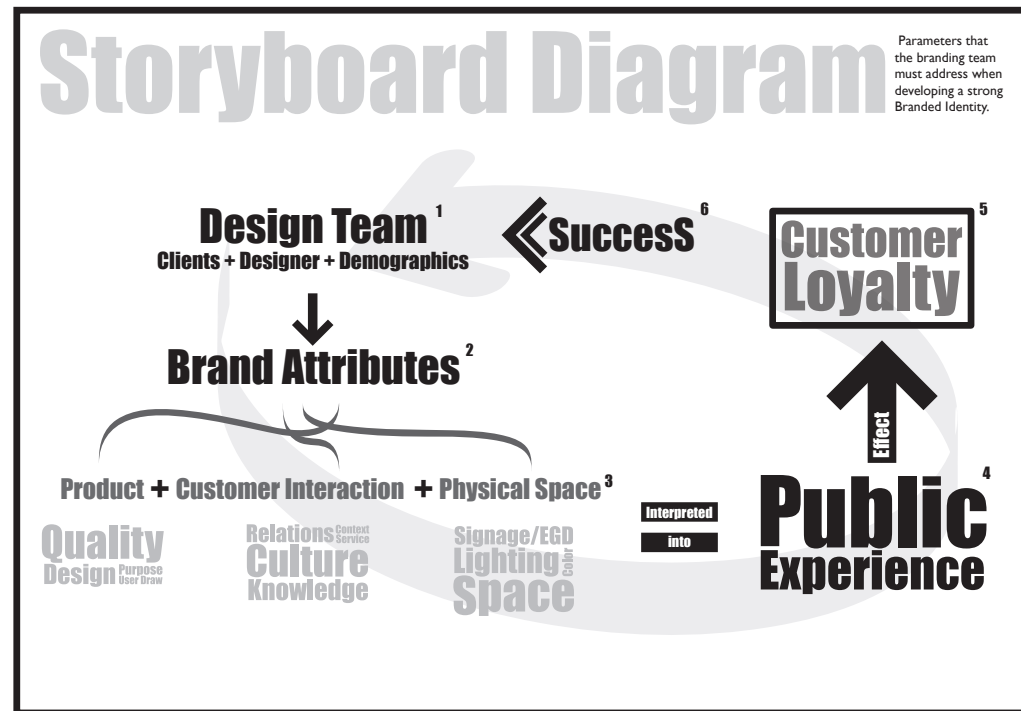
Brands help ease the public users' minds when it comes to comfort and relief. Brands create a foundation of familiarity and contain a promise of stability in the world. With the world ever-changing, it is reassuring to know that no matter how much change may occur a company's brand will remain true.¹⁶ An example is the Coca-Cola brand, which has been true to their company for generations. Their duty to the public is to stay true to their classic taste and brand, which results in a strong customer loyalty and success.



Initial attempts of laying out concept of Brand.



Understanding that there is a connection form beginning to end, and a continuous circle.



The need to identify and develop clear and consistent vocabulary is key to correctly understanding the concept.

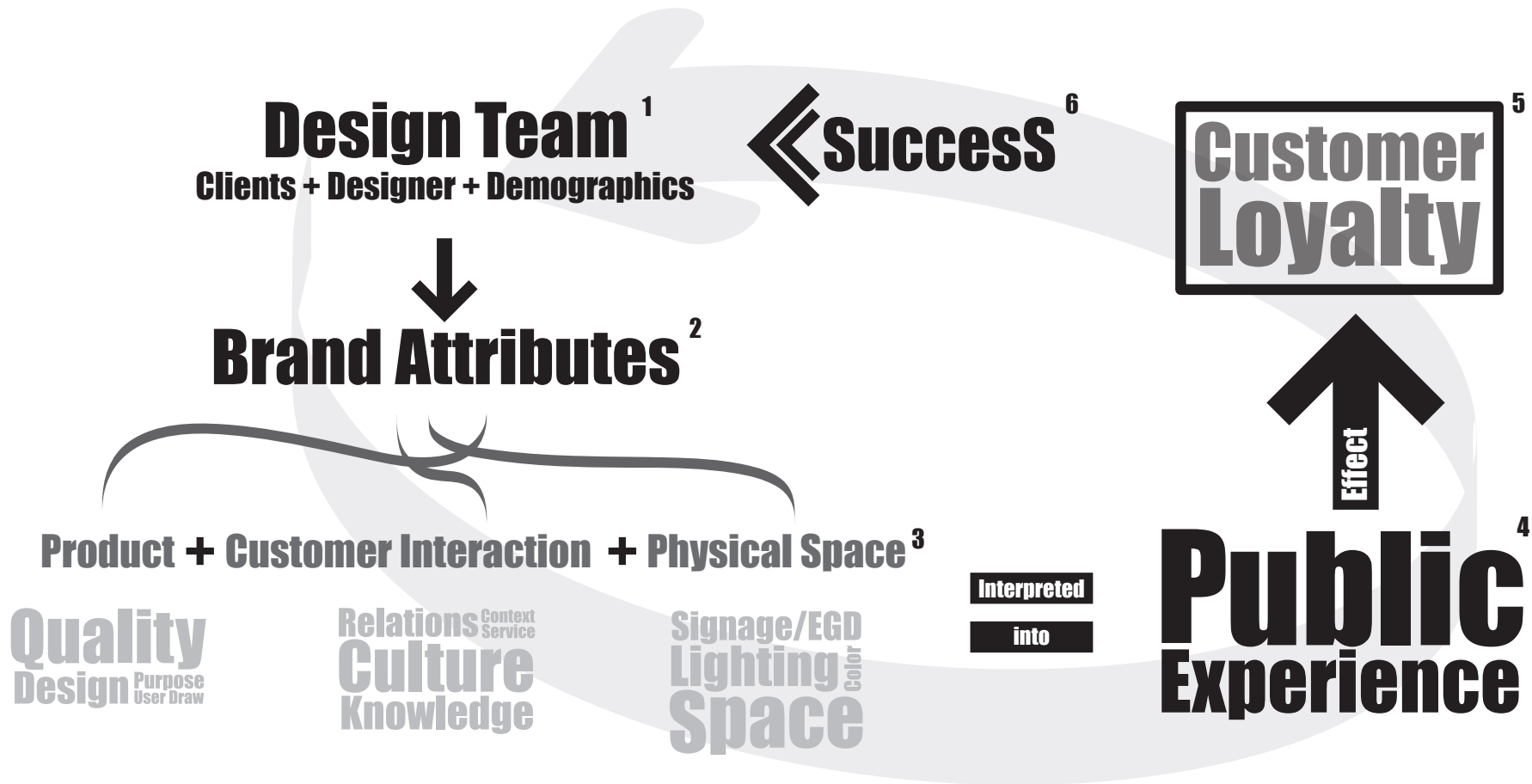
Doctorate Statement

When dealing with brand there has always been an unclear answer to the question of how one explains this intangible concept. The clearest answer was that a brand is an innate feeling that the public gets when using or being associated with the client. There are numerous resources that explain what a strong brand identity can do for a company when executed correctly. The various existing books and websites speak of brand as a marketing tool to attract the public, rather than explain how to use brand as a designing component. Through reading these sources I was able to understand that creating a brand is beneficial to both the clients and customers. This is done by creating trust and bond between the two parties. On one hand establishing an understandable company for the public to rely on, and the other creating a recognizable identity to reconnect with the public on multiple levels. Therefore I aim to develop a clearer process to develop and understand these seemingly nebulous¹⁷ ideas of branding.

During my Practicum (student internship) I was able to work with a few talented designers who have come to understand the process of designing towards a brand. They provided branding platforms that designers use as a systematic pathway to explain to their clients how they have come to understand the client's brand and how the client should evolve forward with their identity through design. Because of the need to visually understand ideas, I felt that the process of branding needed to be laid out in a tangibly displayed format. This would then help clients and designers to recognize and clearly see the opportunities and constraints of the brand based upon their own conceptual identity. After numerous meetings and diagrams, a common trend emerged; the need for design consistency in expressing brand attributes is a strong determinate to form the public's interpretation and develop a clear branded identity for the client. Using the diagram will analyze how the client's controlled ideas relate to the public's ability to emotionally connect with the branded identity through their public experience in the retail environment.

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

1

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

2

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

3

Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.

4

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.

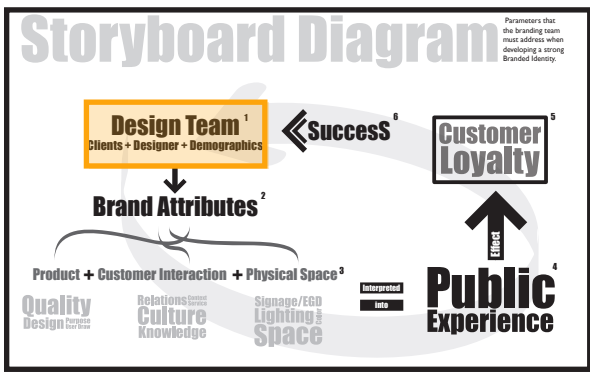
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Success is created through monetary growth or positive development of client's identity and goals. Success can be also determined based upon the developed relationships with the public.

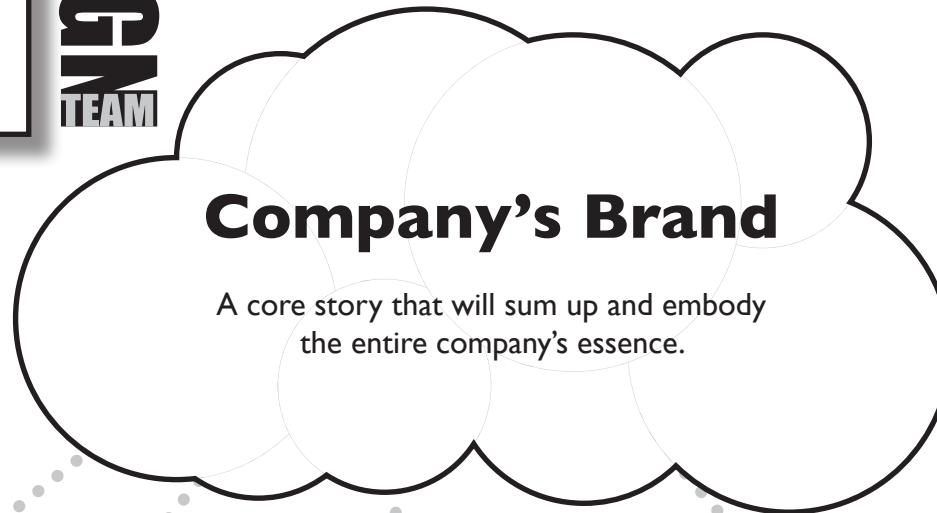
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Stages in the Storyboard Diagram

There are many variables that pertain to developing a strong brand from the two-dimensional graphics to the interaction with the public. This exploratory storyboard diagram is a tool for client and the designers to examine and clearly communicate their brand identity through six stages. And in result it will articulate recommendations for each of the specific areas that are in need of help.



DESIGN TEAM



CEO



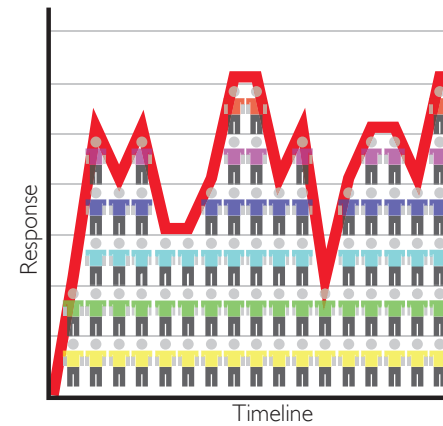
Executives /
Board of Directors



Consultants



Creative Minds



Demographics

DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

1

Branded Attributes

2

Variables

3

Public Experience

4

Customer Loyalty

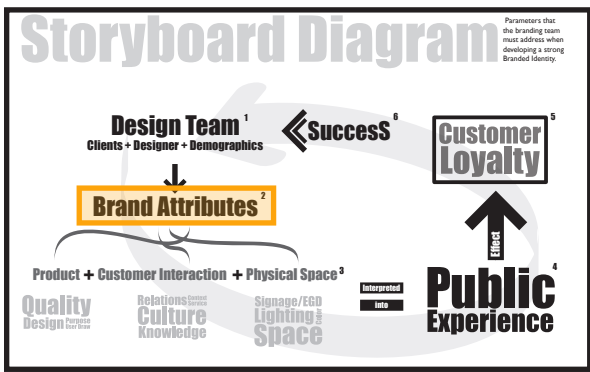
5

Success

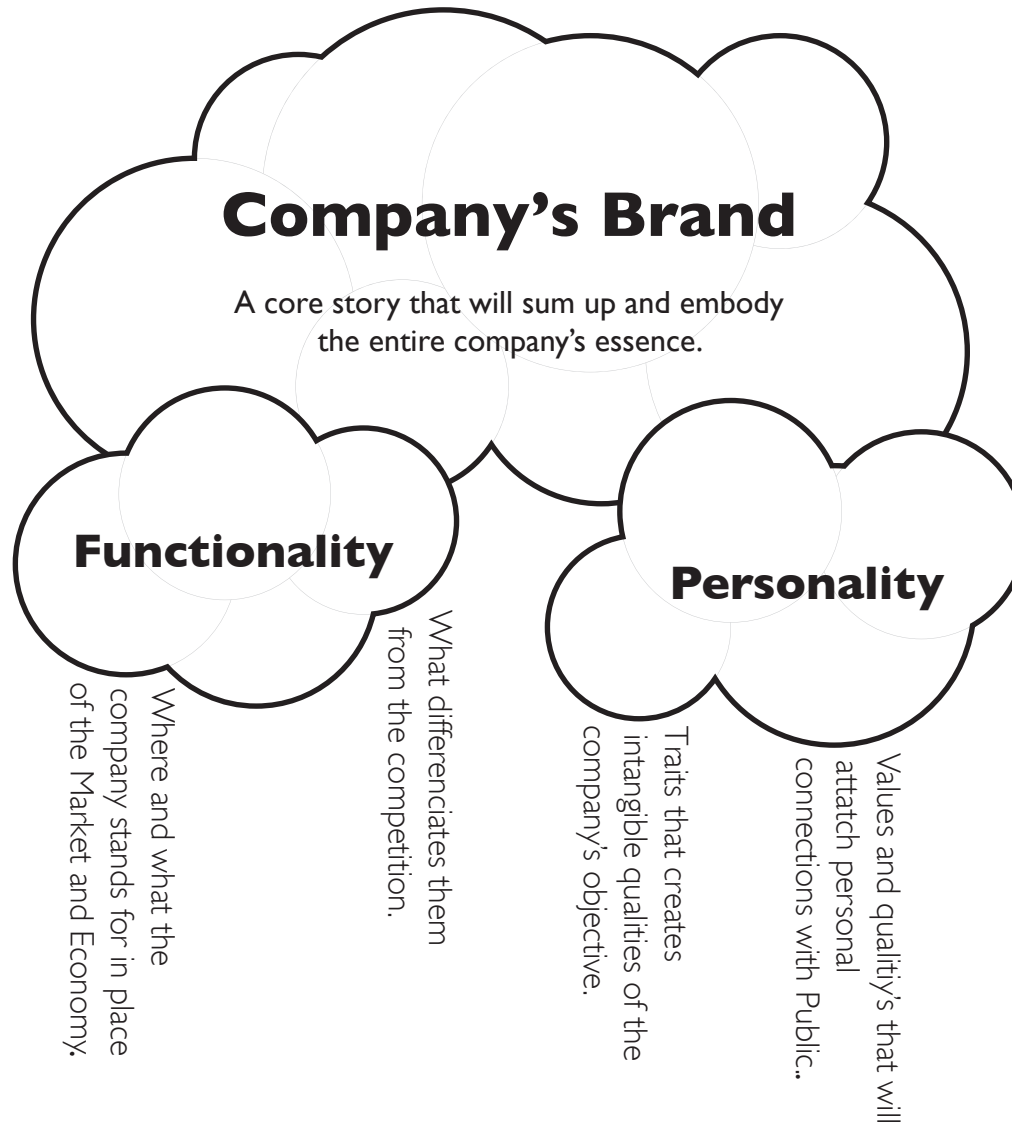
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Stage I: Design Team

The design team is a group of people with various skills, mindsets, and commitment to the brand. The team must include the clients, which could be consisting with a wide range of its own people. Clients include senior management overseeing the branded identity selected, the marketing directors and other consultants within the company itself. Second, there are the designers, which can consist of product engineers, graphic designers, architects, and the client's own in-house designers. Another key component of the design team is the consideration of the competition and targeted demographics that their brand will be directed to. The role of each member is crucial in generating the specific core message that the company will embody. In the "world of brand", it is sometimes best to think in a black and white format rather than a gradient. There needs to be a clear path of how the brand is expressed, without any contradictions. For example, the clients' brand either needs to include sustainability 100 percent, or not pointed out as part of their branded identity. The team's goal is to generate something that isn't just a reiteration of a mission statement of who they are and what they do, but it is the personification and security of the client's objectives. What exactly is the client going to be standing for?



BRAND ATTRIBUTES



Branded Attributes

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

Design Team

1

2

Variables

3

Public Experience

4

Customer Loyalty

5

Success

6

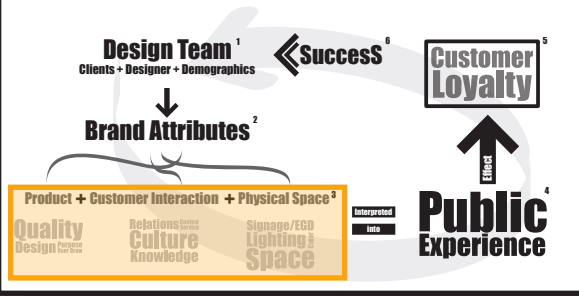
Stage 2: Branded Attributes

Once the design team establishes the aspects of who, what, and how the client is, these are embodied into branded attributes. These are key terms that will be targeted as the client's personality. These attributes will be related to the public through various means. But it is the need to create these attributes to understand specific emotions and qualities that are going to be designed into the entire company.

The designer's (graphic designers, web, and architects) job is to take these key branded attributes and design accordingly. It is the designer's interpretation of the attributes into design that will be the determining factor of a successful communication or not.¹⁸ The better the designer can translate the client to the targeted public, the better the public will understand the clients, and therefore relate and grow with the clients. It is the success of the interpretation that will draw the public's curiosity towards the client. There are countless ways attributes can be interpreted. There is an importance in establishing the correct design team. There is a need to acquire the best consultants and designers that understand the client and can express who the client is and what they want.

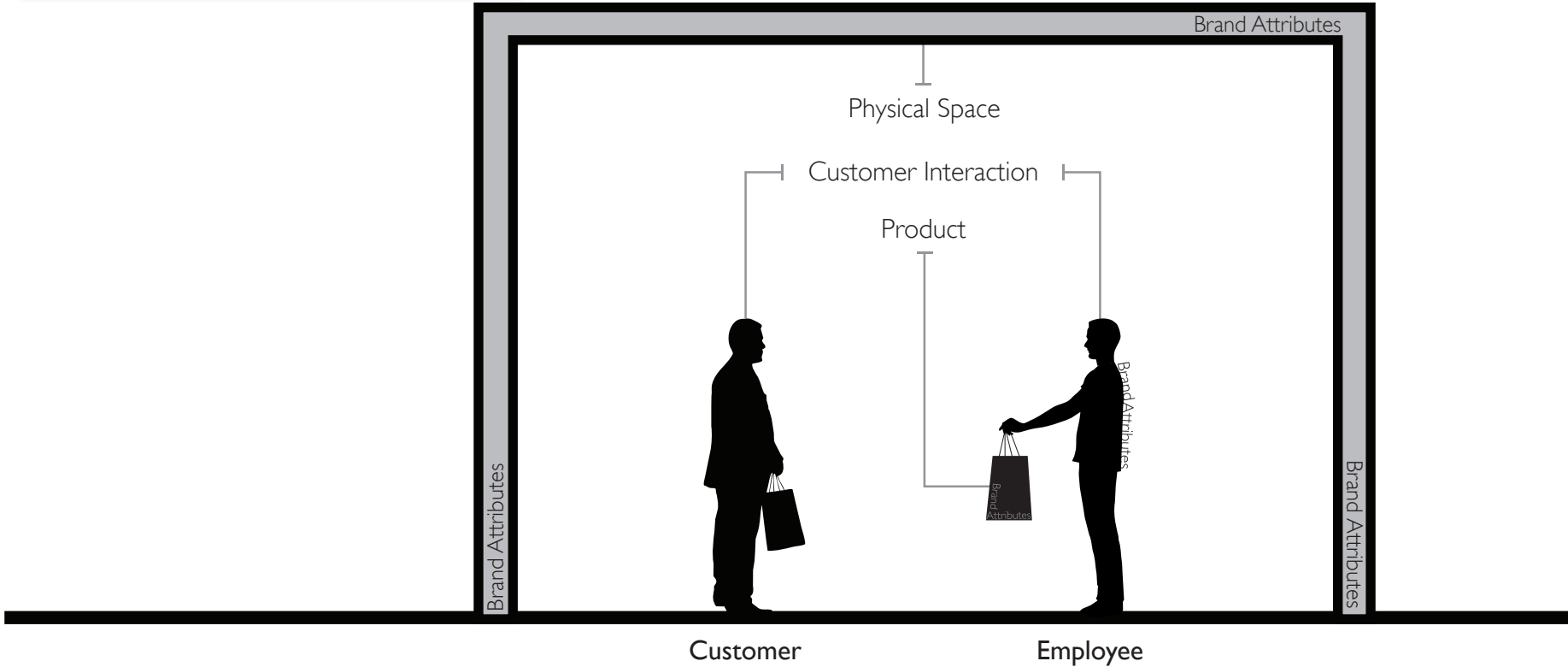
Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



BRAND
VARIABLES

- 1: Products
- 2: Customer Interactions
- 3: Physical Space



Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

Design Team

1

Branded Attributes

2

3

Public Experience

4

Customer Loyalty

5

Success

6

Stage 3: Variables (embedded attributes)

Variables are the components that reach out and connect with the public. They must work together and embody the essence of the attributes. The variables are most enriched with public interaction. Variables in the retail field are comprised of three main components the product, the customer interaction, and the physical space. From beginning to end, these variables must express the branded attributes so that the public will be able to absorb them and understand the client's brand through osmosis. Because brand cannot always be told to the public, execution of brand attributes in the variables are necessary for the public to clearly understand a client's goals.

Product:

The product is the merchandise of the retail environment, it is the main reason for the public to want or need to connect with the client. Beyond branded attributes the product must be beneficial to the public in relation to the client's competition. If the product does not compete on par with the competition, there is no debate of choices. The product must abide to the physical needs of the public, making sure that the product does what it is meant to.¹⁹ A faulty product will result in negative representation of the client, which will then hinder than brand itself. Along with the physical need, the product must also embody the personality (branded attributes) of the client.²⁰ The need to design according to a set of brand attributes will later create a continuity of the branded identity.

Customer Interaction:

The variable of customer interaction is based upon the hiring of the retail management. It is the client's responsibility to hire according to branded attributes of the company. The objective is to educate these employees accordingly, from the physical 'uniform' of the store to the social behavior that will play a role on the public's positive or negative feedback of the brand.

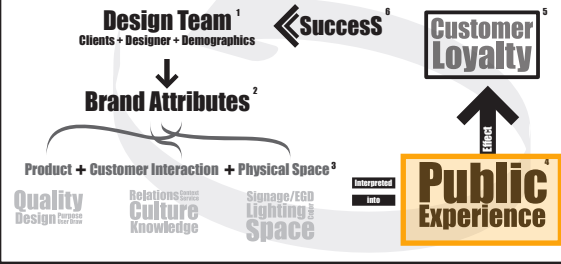
Both the physical appearance and social behaviors must represent the brand correctly. The physical component is based upon what is seen and what is done to promote the essence of the client's identity. The social behavior comprises of qualities of people that come to represent the branded attributes of the client. Behavior could consist of dedication, an emotional bond and, in most cases, the use of language. The employees must have knowledge of the company's style, thus allowing the correct connection between client and public to be relayed accordingly. Being able to consistently express the branded identity through customer service will benefit the relationship between the client and the public. For example, proper assistance and positive attitude promotes an identity of care and value to the public. The need to embed branded attributes through employee's characteristics is just another extension between the client and the public.

Physical Space:

Most retail development utilizes physical space to connect with the public. It's the client's chance to pull together all parts of the brand into a specific space. Not only does the physical space house the products and the customer's interaction, but also it represents a specific environment for the public to understand the client. Through physical space, the public is able to interact accordingly. The designers must know how the demographics of the company will be able to best utilize a space and how can the branded attributes be expressed to the public without being overbearing and completely literal. The need to communicate to the public is key. Pending on the client's brand, communication can be literal or subliminal. In some cases making the public feel like they figured out an idea will later put a stronger positive spin onto the public experience. Through education in architecture, design elements can establish emotions, moods, and feelings. These design elements need to be in accordance to the client's branded attributes, therefore it will provoke correct emotional response by the public.

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



PUBLIC EXPERIENCE

Company's Brand

A core story that will sum up and embody the entire company's essence.



Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.

Design Team

1

Branded Attributes

2

Variables

3

4

Customer Loyalty

5

Success

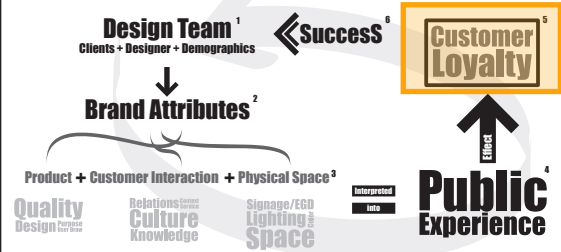
6

Stage 4: Public Experience

Public experience is how the consuming public relates to the client on a higher level than just consumption. It is based on the public's own understanding of the client as well as her or his own personal responses to the branded variables. The public experience is most beneficial if the design team is able to promote the branded attributes accordingly to the public. The determining factor of getting a positive experience is research about the public. Making sure the demographics are correctly understood will allow that design team to give the public exactly what they are expecting.

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



CUSTOMER

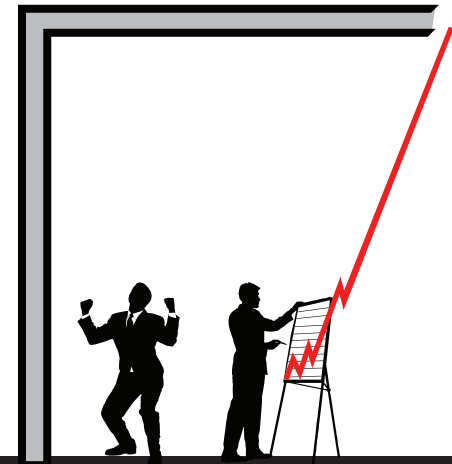
LOYALTY

Company's Brand

A core story that will sum up and embody the entire company's essence.



Public



Company/Client

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.

Design Team

1

Branded Attributes

2

Variables

3

Public Experience

4

5

Success

6

Stage 5: Customer Loyalty

Customer loyalty is a result of a positive public experience. It is the ability to unite the public to generate a demand for the company. Customer loyalty is usually established once the brand's foundations been around for a while. Customer loyalty will then result in creating a reference point for the public.²¹ Allowing the public to see inside the client's goals will create a bond between the two. Just as a friend will sometimes follow a familiar face rather than the unknown stranger; the bond created between a company and the public will evoke the same. It is the ability to establish the relationship between the client and public that will give the public the security of knowing what exactly they are getting when choosing one brand over another.

To Go Brand or Not to Go Brand:

Why do you drink Coke?

Because I like it more than other soft drinks.

Why?

Because it tastes like it's always tasted since I was a kid.

Why is that important?

Because I've gotten used to it.

Why is that important?

Because it gives me something I can rely on, and that doesn't change from one day to the next.

Why is that important?

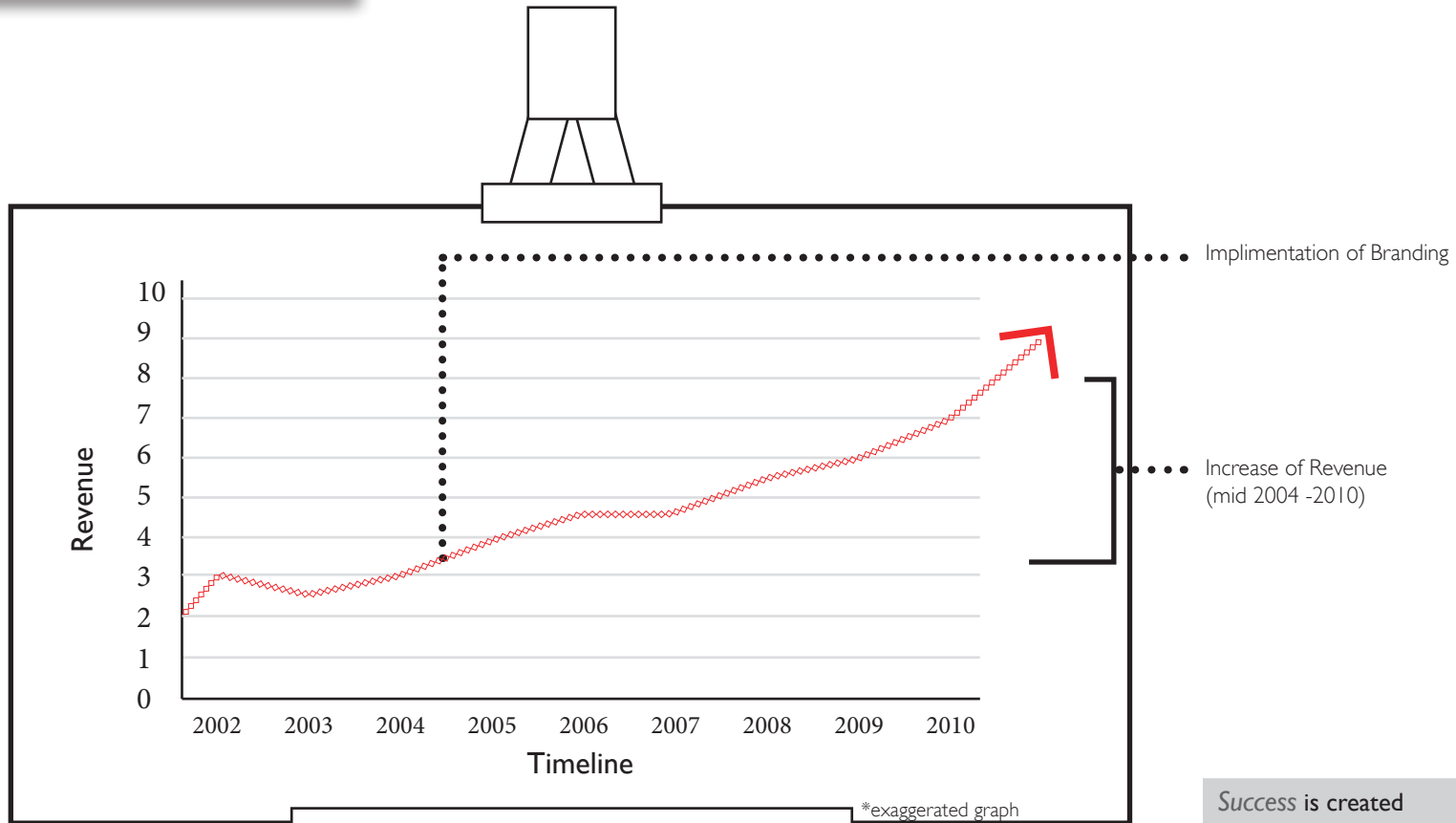
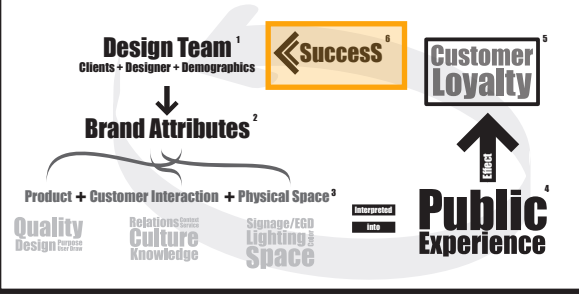
Because I need some fixed points of reference in my life.

Why?

Because otherwise I wouldn't know who I was.²²

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



Success is created through monetary growth or positive development of client's identity and goals. Success can be also determined based upon the developed relationships with the public.

Design Team

1

Branded Attributes

2

Variables

3

Public Experience

4

Customer Loyalty

5

6

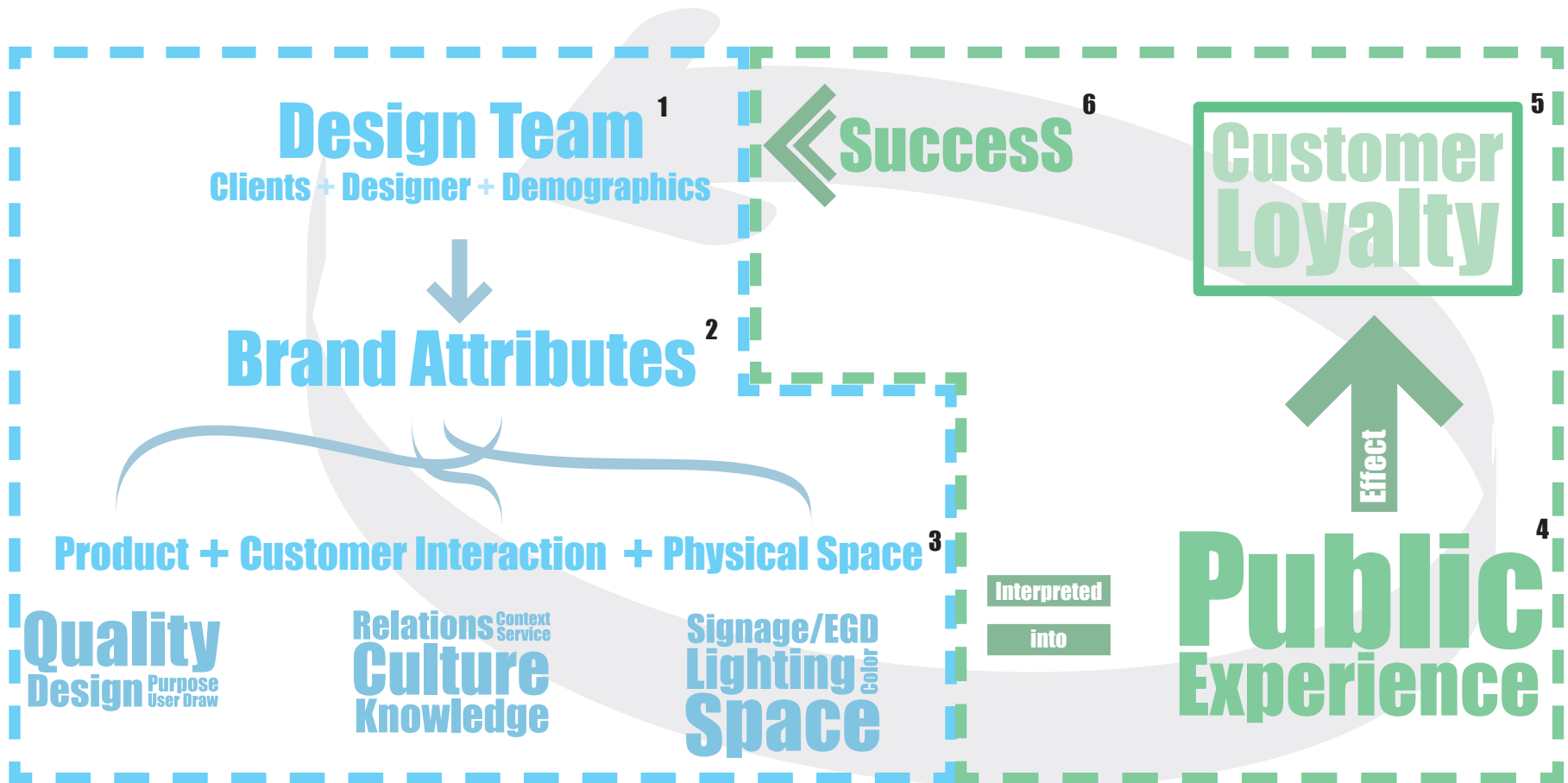
Stage 6: Success

The stage of the storyboard diagram is crucial in establishing a brand's success in a quantitative manner. The success of the brand (of all variables) is determined by the draw from the public who consume the client's products. Based on positivity towards the client's brand, the correct interpretation from the designers will be verified.

Successful branding will create a large buzz of the client. Experience and relatable attributes will get the public talking, and therefore be able to cause free marketing for the company; something that is much more valuable than anything a client can advertise to the public. Public buzz is another reason why branding is important, positive connections between the public generates an even stronger marketing strategy. Another way of thinking of branding is that it what people say when the client is not around.²³

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



Proactive

1 | 2 | 3

Design Team | Branded Attributes | Variables

Reactive

4 | 5 | 6

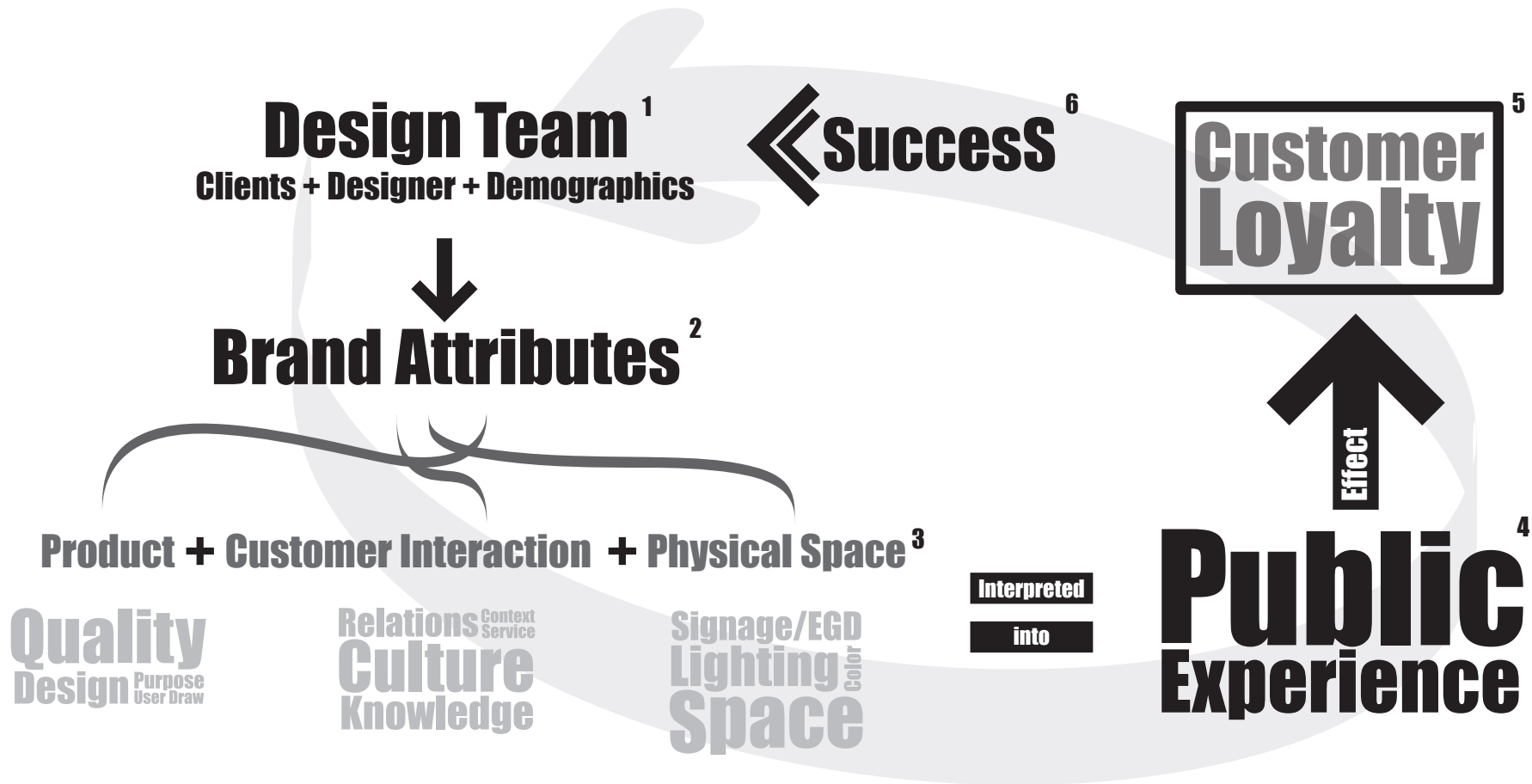
Public Experience | Customer Loyalty | Success

Proactive vs. Reactive

Storyboard diagrams illustrate to the prospective client and designers the stronger and weaker areas in the client's brand thereby showing the design team what areas to adjust accordingly to the client's identity. The diagram depicts each stage of the branding cycle clearly, but what was apparent was that only the first three stages (design team, brand attributes, and variables) are adjustable by the design team's digression, while the last three stages (public experience, customer loyalty, and success) are based upon the public's interpretation. In the diagram there is a distinction between proactive and reactive stages. Proactive means it is up to the design team to correctly decide what should be done to better express the client's brand as an idea and as a design. Reactive expresses the stages that are out of the hands of the design team. The interpretation of the public is based upon the successful execution of the first three stages. By understanding that there is a proactive and reactive balance in the storyboard diagram, the design team can also understand the importance of a strong and cohesive branded design. After the first three stages, a brand's success is based on how well the public is able to interpret what the designers are saying through the means of designed variables. The proactive and reactive stages also prove how there is a need for constant re-evaluation of the brand's identity. Pending the success of the design team the client is able to see positive or negative reactions towards their company. With the changing nature of time, culture, and people, the need for self-evaluation is crucial in the branding cycle including the need to adjust the first three stages based upon the constant flux of branding.²⁴

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

1

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

2

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

3

Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.

4

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.

5

Success is created through monetary growth or positive development of client's identity and goals. Success can be also determined based upon the developed relationships with the public.

6

Cycle of Branding

Over a period of time (ex. fiscal year) the client can look back on how strong or weak the brand is for the company at their current state. Looking at the storyboard diagram, the clients can see how and where the branding experience is weak or at what stage the client lacked support of the branded identity created. If there are major areas that are absent in the core message, it is up to the design team to locate and fill in a stronger branded story to express the brand succinctly.

Test Studies in the Storyboard Diagram

In relation to the storyboard diagram there are three retail brands selected based on success ratings that depict the idea of branding in their company. The selected “test studies” are Apple Inc, Barnes & Noble, and Uncle Clay’s. The selection of retail stores will show the difference between the levels of success and where shortfalls are in the company’s brand execution in a unique and tangible form.

Storyboard Diagram

Apple's design team embedded their interpretation of Apple's attributes throughout the various variables of design.



Design Team

1

Branded Attributes

2

Variables

3

Public Experience

4

Customer Loyalty

5

Success

6

Apple's Storyboard Diagram

Apple is a success story in the world of branding. Starting in a basement in California, Apple Inc. has grown to be an insurmountable brand over the years. The Apple is unique in the personal computing world. Jobs and Apple declared themselves as independents from the larger companies such as IBM and Microsoft.²⁵ With the physical differences of the hardware, and its representational differences of being independent from the 'Big Brother' (IBM and Microsoft) in their 1984 Super Bowl ad, Apple was able to be independent.²⁶ From that point on Macintosh was launched into people's lives.

Apple Inc. is very well structured and has developed a high success level with their brand. The storyboard diagram will be able to extract as well as help understand the branding capabilities and strengths, in addition to expressing the results of development.



DESIGN TEAM



Tim Cook
Chief Operating Officer



Peter Oppenheimer
Senior Vice President and Chief Financial Officer



Scott Forstall
Senior Vice President iPhone Software



Philip W. Schiller
Senior Vice President Worldwide Product Marketing



Jonathan Ive
Senior Vice President Industrial Design



Bertrand Serlet
Senior Vice President Software Engineering



Ron Johnson
Senior Vice President Retail



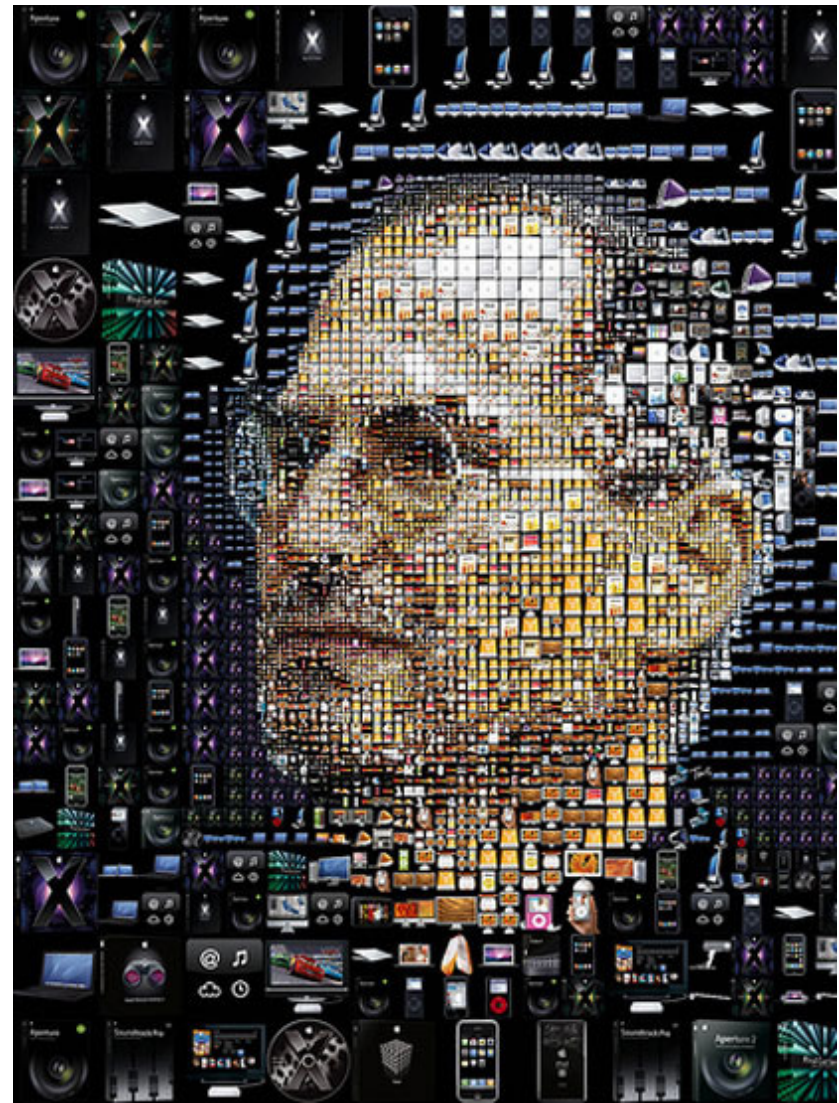
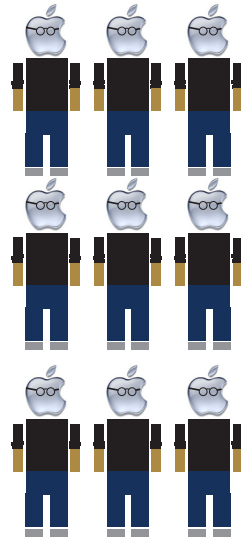
Bruce Sewell
Senior Vice President and General Counsel



Bob Mansfield
Senior Vice President Mac Hardware Engineering



Jeff Williams
Senior Vice President Operations



Design Team

DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

Steve Jobs is the CEO of Apple, which he co-founded in 1976. Steve also co-founded and was the CEO of Pixar Animation Studios, which created some of the most successful and beloved animated films of all time including Toy Story, A Bug's Life, Monsters, Inc., Finding Nemo, The Incredibles, Cars and Ratatouille. Pixar merged with The Walt Disney Company in 2006 and Steve now serves on Disney's board of directors.

1

Branded Attributes

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Variables

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Public Experience

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Customer Loyalty

5

Success

6

Apple I: Design Team

Apple's design team is made up of Steve Jobs (CEO and co-founder of Apple Computers Inc.) and a group of Senior Vice Presidents that contribute toward all parts of the Apple family.²⁷ There are also various outside designers who reiterate and interpret the ideas behind the client's branded ideas. Steve Jobs especially knows and expresses the core of the company. From the beginning it was Apple that stepped up the level of personal computers with color displays and their own motherboards, stepping away from their main competition in Microsoft and IBM. This was the way that Steve Jobs and the rest of the design team was able to establish Apple as a different type of personal computing and personal electronic company. This was based on their mission statement in 1997 "Apple will be a leader in providing simple, powerful, high-quality information products and services for people who learn, communicate, and create."²⁸ From this statement, Apple's core identity is clear:



BRAND ATTRIBUTES

"Apple will be a leader in providing simple, powerful, high-quality information products and services for people who learn, communicate, and create."

1997 Mission Statement

Apple Ads
"Simple"

"Freedom"

Andy Jordan's Digital Diary

"Creative"

Wall Street Journal

"Underdog"

Wall Street Journal

"Powerful"

Apple.com



Apple Ad 1984.

"Individuality"

Andy Jordan's Digital Diary

"High Quality"

Apple.com

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

Design Team **1**

2

Variables **3**

Public Experience **4**

Customer Loyalty **5**

Success **6**

Apple 2: Branded Attributes

With the design team, there have been leaps to get Apple and the Macintosh noticed. Steve Jobs promoted numerous branded attributes throughout the development of Apple's growth. Some of the continuing attributes expressed from Apple Inc. derive from their mission statement; being simple, powerful, and high-quality. Through these attributes, the public can inherently understand Apple's objective and brand.

Simplicity: Apple is focused on the relationship between user and electronics. In the past, computers were only for the technical savvy rather than the masses. Apple's objective isn't to shock and amaze with the most complicated information, but to teach and get the public to work with the computers, rather than making the computer work for them. Keeping personal electronics user friendly is a high priority for the Apple brand. Teaching the public how to utilize and familiarize themselves with the company and product is key.

Powerful: In Apple's growth, they have been at the leading end of technology, trendsetters, and daring to push the envelope. With their innovations of new products to their recognition in the technological field of personal electronics, Apple has been able to stand independently from its competition.

High-Quality: Quality is established through design qualities and their sustainable (term emphasizing long-lasting) persona. All parts of Apple's detailing is a notch above the rest from computing process to stylistic qualities. Even the typeface was investigated to improve kerning and spacing based upon Steve Jobs interest in typology prior to the development of the Mac.²⁹



BRAND
VARIABLES

- 1: Products
- 2: Customer Interactions
- 3: Physical Space

High Quality
Powerful
Simple



Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

Design Team

1

Branded Attributes

2

3

Public Experience

4

Customer Loyalty

5

Success

6

Variables (embedded attributes)

Based on Apple's branded attributes detailed in previous section, it is now the designers' role to interpret these attributes into multiple variables. One can see the attributes of simplicity, power, and high-quality as tangible components. These variables will be the linking factor between the attributes and the public. Each variable will express the branded attributes clearly to give the public the correct branded expression.

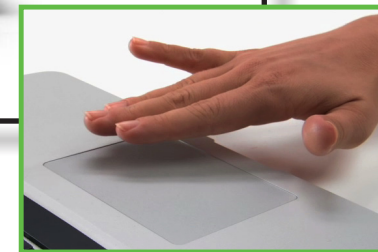
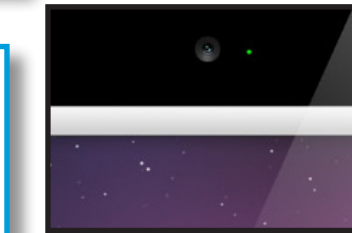
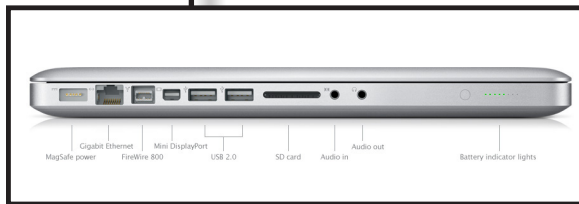
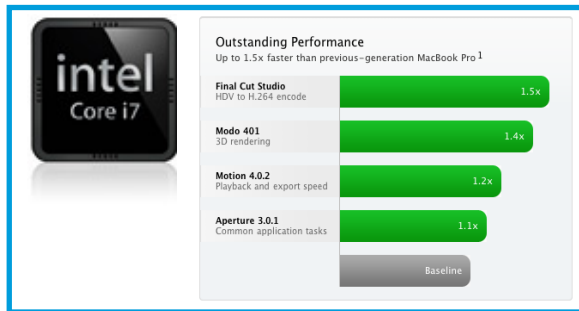
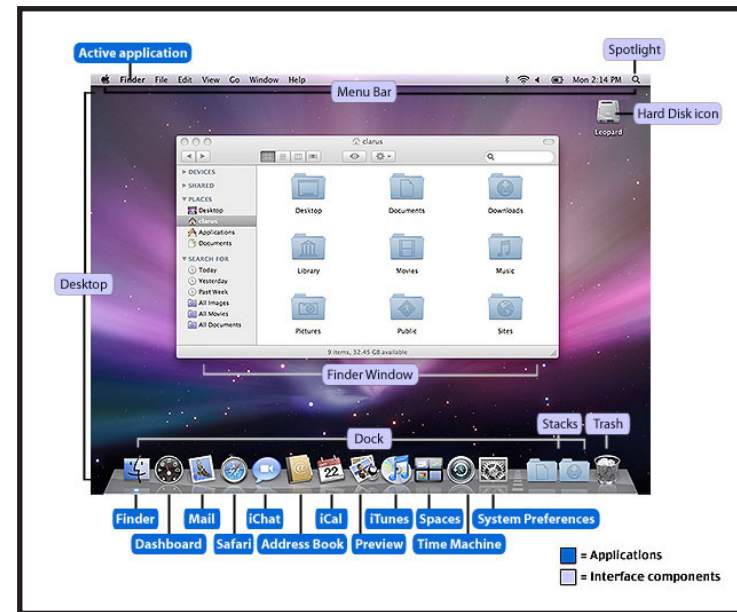
Because there is more than one way to express the same attribute, it will be up to the designers to clearly interpret and express the correct attribute and feeling. Although this may be completely based upon the designer's preference and own personal intentions, it is the client's duty to select the proper designer to be clear and succinct with their vision.



BRAND 1: Products

VARIABLES

Simple
Powerful
High Quality



Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

Design Team **1**

Branded Attributes **2**

3

Public Experience **4**

Customer Loyalty **5**

Success **6**

Product

Although there are many products in the Apple lineup, Apple's main product is the Macintosh: a high-powered personal computer that stands alone from its competition from the operating system (OS) to its sleek design. The Mac is a perfect example of Apple's branded attributes being expressed in a tangible variable that the public can see, feel, and relate to. The Mac PowerBook especially embodies the attributes of Apple's brand throughout the entire personal computer.

Simplicity: Apple's key attribute is expressed within the design of the laptop, such as the uni-body system, which gives the sleek quality, with the integrated camera in the screen. The track pad is another unique design, creating a bigger span of tracking space. Integrating the buttons into the tracking space simplifies the look of the track pad. In addition, with the multi-touch component it allows numerous functions and controls for the users that are relatively easy to understand and use. The integration of multiple functions simplifies the design quality of the computer. Less added-on components and pieces create less complication and confusion.

Powerful: Over the course of time, Apple has been one of the leading developers of personal electronics, such as being one of the first companies with a color display, and ergonomic laptops.³⁰ Apple's electronic components have consistently been on the higher end of the computing power spectrum. Apple also eliminates the unnecessary trial software that usually takes up space and speeds; this allows Macs to run smoothly and efficiently. Apple also has an upper hand versus virus-infected computers. Since Apple is not a system utilized for businesses, there are fewer targets for virus oriented problems. In addition, because most viruses are created using a script based on an IBM or Microsoft product, usually PCs are targeted.³¹

High-Quality: This branded attribute can be seen in the accessible operating system (OS). There aren't any hidden technical components when operating the computers' hardware or software. Apple's original software, the iLife, makes creative tasks even easier. For example, the iMovie program, allows the most novice public users edit, crop, and produce movies from their own home, without the need of complicated manuals or lessons. Being able to get the most out of the computer is a key aspect of a high-quality use.



BRAND 2: Customer Interactions

VARIABLES

Simple
Powerful
High Quality



Employees are easily located with their recognizable brightly colored shirts, spread out throughout the store. The numbers of staff to customers roughly covers a 1: (4) ratio.

A. First things first: You gotta have plenty of knowledge about past and present Apple products. Geniuses must know hardware ranging across entire generations of Apple products, as well as software offered for all of the latest operating systems

B. Employees at the Apple Store must be like employees at Disneyland - you're in the Happiest Place on Earth, so smile... and keep your lips zipped tight about any advance knowledge of upcoming Apple products you might have.

C. After passing tests. Off to Cupertino for four weeks of sessions that include acquiring three Apple certifications (OS, Desktop, and Portable) and practice time with fake customers who are really good at being a pain in your backside.

D. The shirt color is an essential part of working in the Apple store. The shirt depicts what department you work in and makes it so that customers know who exactly the Geniuses are who can help them with their waterlogged iPhone.

E. Stamina. Can you diagnose a problem and solve it within 15 mins? Appointments taken at the back of the store are only supposed to take as long as 15 mins, which ensures that even stores with heavy traffic volumes have a chance to help everyone out.



Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.



In store Classes occur often to introduce new hardware and software to various skill levels of customers. Image shows a seminar for the new iPad.

Design Team

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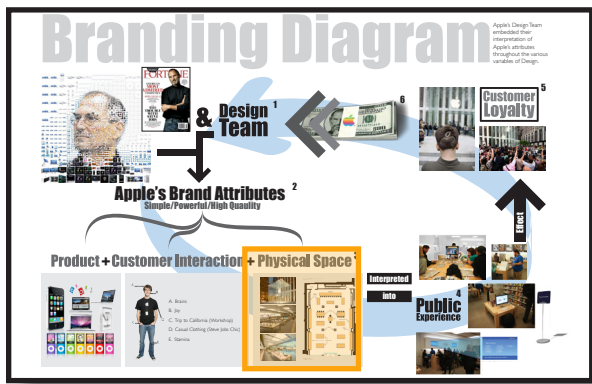
Customer Interaction

Through customer interaction one can recognize the branded attributes being expressed constantly and consistently. The mannerisms and speech of the employees need to stay fairly consistent so that there is very little confusion or misguidance when dealing with a customer. There are two main types of employees in the retail environment of Apple. There are the employees running the floor who greet and answer basic questions about Apple's products and/or services. There are also the "Apple Geniuses," who run the service desk dealing with diagnostics and problem solving issues of hardware and software. Throughout the different tasks, the branded attributes can still be considerably recognized.

Simplicity: Casual attire can easily express the branding attribute of simplicity; with simple bright colored t-shirts making employees easily spotted throughout the store. Also, the personality of workers is very relatable; not the same as speaking to an IT tech (Information and Technology Technician), but like speaking to a friend trying to help you with any questions you may have. There is no "belittling" you when you might ask a "dumb question." Finally, it's the vocabulary and terminology Apple Inc. focuses on. Apple's main focus is to teach the public about their products and have them understand what they are doing with the product. One of the most recognizable phrases that summarizes the Apple retail environment is "Come to Shop, Return to Learn."

Powerful: The attribute of power can be seen in the ratio of customers to employees. At times of business rushes, there are always employees nearby, almost averaging 4 customers to 1 employee at a time during the rush hours of business, (+50 customers). Another powerful aspect is a fun term Apple uses for their diagnostics team with the term "Geniuses," at the *Genius Bar* the public is able to simply make an online appointment, and have questions answered directly. This eliminates the need to call "help services" like other personal electronic companies, giving the public the power to schedule meetings online prior to visiting their local Apple stores. And with Apple retail stores in countless cities and countries, getting directed help gives the power to the users.

High-Quality: This attribute can be expressed through their numerous services. Included are the charged services such as *Apple Care*, (protection and fixing of products over a span of few years) or the *One-on-One*, (a sit down with a professional to help teach you specific task to maximize the potential of the products). There are also the free services such as diagnostics at the *Genius Bar*, where they are able to find out what is the main source of the problem of the user's product. Lastly, there are seminars in various stores, that teaches about new hardware and software as well as special events able to be utilized by the public freely.

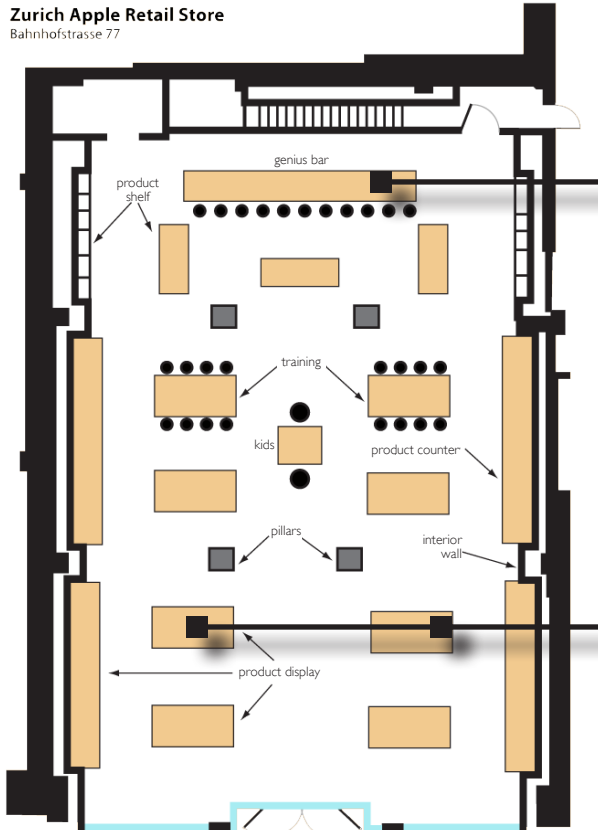


BRAND 3: Physical Space

VARIABLES

Simple
Powerful
High Quality

Zurich Apple Retail Store
Bahnhofstrasse 77

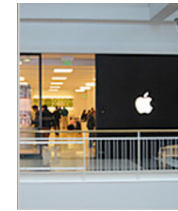
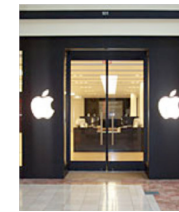


Erdgeschoss (ground floor)

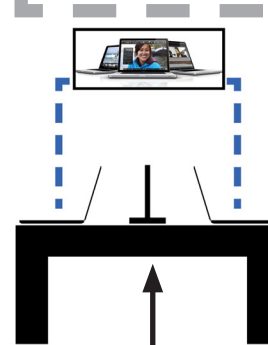


Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

Products are easily laid out on an open table top ready to play with, without the clutter of packaging and unneeded details.



Apple Stores are easily recognizable and moderately consistent. This allows customers the ability to easily recognize the storefronts. Apple also is able to create flagship stores to stand out and occasionally change up the mundane without losing their identity.



Checking out is convenient with handheld devices and receipt printers integrated in the tables.

Design Team

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Physical Space

The public is engulfed with the branded attributes through Apple's ideas of physical space. Core senses such as sight, touch, and sound can be affected with the brand of Apple. It is the environment of physical space where the public is able to understand through intangible communication. The design approach of space is where specific feeling will be developed from the environment. By provoking a positive feeling in relation to space, a positive feeling towards Apple and the brand will then be developed.

Simplicity: The core attribute can be seen throughout the entire store. For instance, the spatial arrangement in the floor plan is strictly an open floor plan with the products displayed neatly on a large surface top. There is no clutter with boxes or huge price tags haunting the public. All that remains is the product, free for the public's access. Being able to touch and use the various products not only gives the public freedom, but also brings them closer to the product. A sense of connection is developed. Another design aspect is the integration of designs. There are no exposed lighting fixtures. The table and receipt printer are integrated, so employees can check out the public from anywhere wirelessly throughout the store. These simple implementations create a branded Apple environment.

Powerful: Apple's use of architectural design makes a bold statement in most locations. Some flagship stores such as the New York Apple Store stands out. The powerful gesture of the stores can easily be felt when passing by. There is a presence when it comes to an Apple store at a mall. It has become a social hub for Apple users who are able to see new things and meet people with the same Apple interest as themselves.

High-Quality: The physical space can be expressed through the consistency of the stores. Although the location of the Apple stores may be different, just as the products, the public is able to recognize and understand that the space is an Apple retail environment by the attention to details and the effort put forth into giving off the correct impressions of Apple's identity.



PUBLIC EXPERIENCE



9:00 am

Next Customers:

1. Reid O.	5. Scott D.	9. Daniel T.
2. Steve J.	6. Lynne M.	
3. Bolan W.	7. Gary B.	
4. Shirley L.	8. Cathy T.	

Next available opening at about 10:00 am

Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.

"Come to Shop,
Return to Learn"

Design Team

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Public Experience

Apple's ability to create a positive public experience is very strong. Each component of Apple is tailored towards the public's usage. These components that make it easier for the public to navigate and explore are key to keeping the public happy with Apple and therefore creating a positive public experience. When there are very little to no missing components when engaging the public, there are no real true negative experiences. Perhaps, it is the lack of negative experiences that will then generate a positive public experience. If designed appropriately, it gives the customers the desire to return to the retail store and the brand. The public begins to get accustomed to the company and therefore develops a strong relationship with the brand of apple.

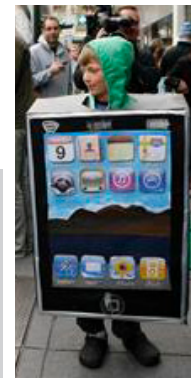


CUSTOMER
LOYALTY



By all the lines, crowds, and purchases, Apple customers have a committed loyalty towards the company.

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.



Design Team

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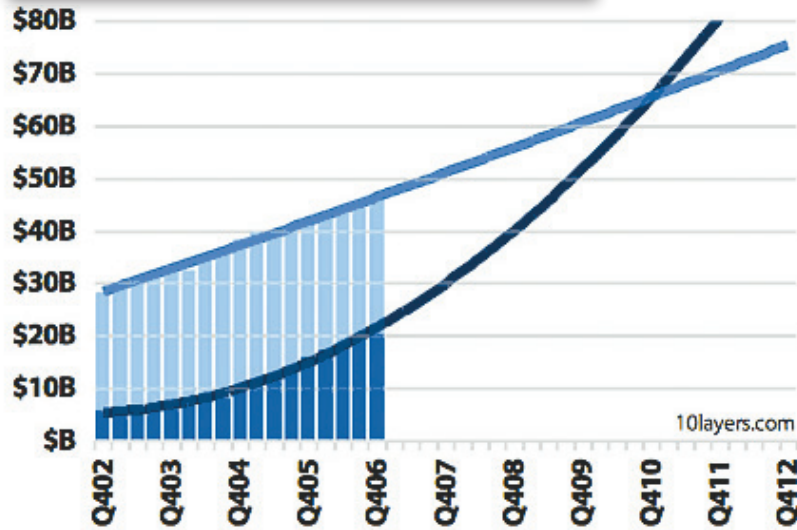
6

Customer Loyalty

From the developed relationship between Apple and the public, customer loyalty is established. This means that there is public following that will continually be dedicated to the company through both high times and low. Apple has generated such buzz about the company that there has been such a tremendous dedication from the public. It has been said that Apple's customer loyalty is more of a religion than just a company. The public follows the company based on updates, news, products, etc. There are countless websites dedicated to getting the most up to date information that Apple provides. The reason for the intense following is because of Apple's privacy that it maintains; only approved information by Apple is let out. This creates buzz and teasers of what is to come in Apple's near future, just to keep the public looking for the next big move Apple will make. This type of interest and buzz amongst the public entices the users and therefore generates interest in the company. By having the public stay loyal to Apple, they are able to charge based upon their own agenda, versus the need to deal with sales and promotions. True customer loyalty will wait in a line for a few days and pay a little more based upon a product being a true Apple product.

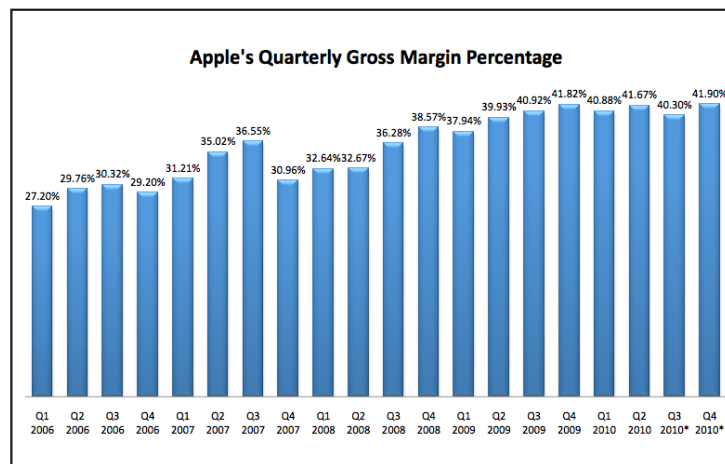
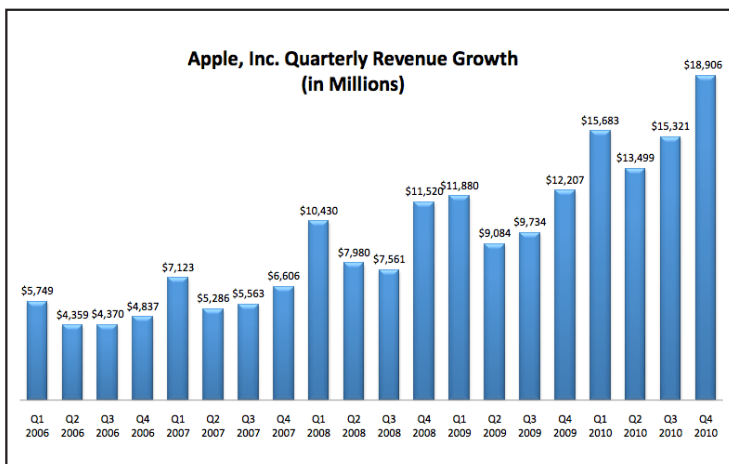


APPLE'S SUCCESS



< *Apple Insider* Proclaimed in 2007 article that with Apple's incline of customer consumption. It could surpass the "Big Brother" Microsoft in the Early 2011.

^ As Apple continues to better their products and introducing more, their practically printing money. Possibly because of their following of innovation and customer bond.



< *Apple Insider* Quarterly Percentiles for Apple's Growth Pattern. Because of the Mac, iPod, iPhone, iPad, and other Apple Products will Generate higher and higher through the years end.

Success is created through monetary growth or positive development of client's identity and goals. Success can be also determined based upon the developed relationships with the public.

Design Team

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Success

Apple's success has been extremely strong over the past years in personal electronics. With the boom of their MP3 player, the iPod, Apple has been able to stretch their boundaries from personal electronics, to mobile devices such as the iPhone. With being one of the leading producers of personal electronics and having the dedicated followers as they do, the ability to expand their boundaries is always occurring. By the success of revenue, Apple can see that they are producing a successful message that is far-reaching and creates success in the bottom-line. As Apple's stock grows, so does the ability for the brand to gain recognition and to stretch further in the future.

Storyboard Diagram Summation

Apple

The testing of Apple success based upon the Storyboard Diagram can conclude that Apple has a strong grasp of their brand and expresses it successfully to the public. Through the multiple stages, it can be seen that there's an emphasis that ties back constantly to the core branded message. And also see that the end result is a success based upon the payoff.



Design Team

- + Steve Jobs and the design team have a clear idea of the Apple Inc. and direction.
- + Clear ideas without overstepping their beliefs and straying away from their core beliefs. From the start of the company.
- + Taking the client's demographics to target the exact users and the true direction of the company according to their using Public

1

Design Team



Branded Attributes

- + Simple: Clean and clear understanding of entire development of Apple. Straight to the point, without getting caught in technical terms.
- + Powerful: Bold. Clearly innovative with personal electronic and statement. Strong and long lasting emphasis in company.
- + High Quality: Long lasting foundation and development of Apple. In addition to leading the field with cutting edge technology.

2

Branded Attributes



Variables

- + Product: Emphasis of attributes carried throughout all products that Apple produces. It embodies a strong message and innovative design concepts of the branded attributes.
- + Customer Interaction: Apple's ability to connect with the public through various means of personal contact and relations harnesses the personality of Apple. From appearance to use of vocabulary, it all commits to Apple's brand.
- + Physical Space: The retail design provokes an emotion of education and learning about the company as well as other connected to Apple.

3

Variables



Public Experience

- + Public Experience: Tailored to the use of the company. All parts of contact with the company the public is able to engage with Apple constantly and consistently.
- + There is never a thought "is this an Apple product?" all components with Apple embodies the essence of the company.
- + If people are able to understand and relate to the company. The connection and bond will develop. This experience is not only telling the public about the strengths of the Apple, but teaching them how to utilize and extract the most out of the company.

4

Public Experience



Customer Loyalty

- + Being able to connect other user with one another creates not only a bond between company and users, but emphasizes a commonality between others in the public.
- + Development of a following of Apple, creating Apple addicts. People focusing time based specifically about understanding and posting constant updates of Apple and their products. Almost as a cult of Apple.
- + Such a following makes the public wait in harsh weather for the new release of Apple products and openings of new venues.

5

Customer Loyalty



Success

- + Such a following of Apple would not mind paying more for an Apple product vs. Apple's competition. It's being able to price themselves accordingly, because of their individuality.
- + With multiple product, numerous venues, and an abundant amount of services, Apple generates a great amount of income. And being a publicly shared company, bring in more people in the support of Apple's cause.

6

Success

Summation of Apple Inc.

Through the testing of Apple success based upon the storyboard diagram I can conclude that Apple has a strong grasp of their brand and expresses it successfully to the public. Through the multiple stages, it can be seen that there is an emphasis that ties back consistently to the core branded message. The consistency of expressing the brand throughout the entire company creates a holistic understanding for the public to understand Apple's successful brand.

Storyboard Diagram

Barnes & Noble focus on developing a community enriched environment with the aspiration to excel.

Management Team



1

Success

6

Customer Loyalty

5



Effect

Barnes & Nobles Brand Attributes²

Education/Aspiration/Community

Product + Customer Interaction + Physical Space³



Interpreted
into

Public Experience⁴



Design Team

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Success

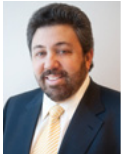
6



DESIGN
TEAM



Stephen Riggio



Mitchell Klipper



William Lynch



Joseph Lombardi



William Duffy



Chris Troia



David Deason



Mary Keating



Allen Lindstorm



Michelle Smith



Jamie Carey



Marcus Leaver

&



Leonard Riggio is the chairman of Barnes & Noble, Inc. (NYSE: BKS), a Fortune 500 company, which is the world's largest bookseller. With over 1,300 retail and Barnes & Noble College bookstores nationwide, the company he founded now employs over 45,000 booksellers.



"A true democracy cannot exist without a national commitment to quality public education."



Mr. Riggio is also the founder and largest shareholder of GameStop (NYSE: GME), which operates 7,000 stores worldwide. In all, the enterprises in which he is involved employ almost 100,000 people."



DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

Management Team is an experienced group of executives and professionals who are building a great company that is committed to its customers, booksellers and shareholders.

"A bookstore is first and foremost a place of aspiration. People enter it to pursue their personal passions, to cultivate their minds, and to nourish their dreams."

- Len Riggio

1

Branded Attributes

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Success

6



BRAND ATTRIBUTES

Education: developing mind and correct skillsets to succeed in life and excel in the future. Beginning with University Bookstore. Barnes and Nobles expanded to one of the Largest store today.



Our Mission

Barnes & Noble History

Our Main Businesses

Management Team

Community

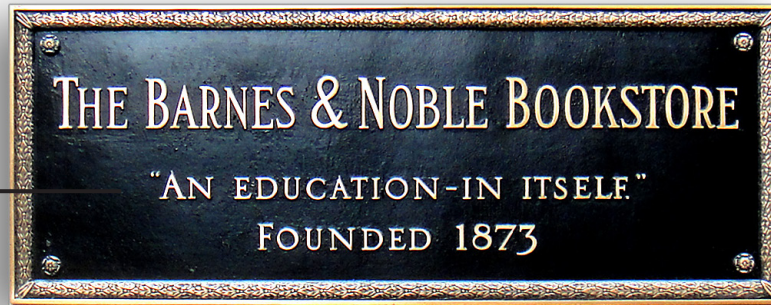
Sponsorships and Charitable Donations

Customer Service

Our mission is to operate the best specialty retail business in America, regardless of the product we sell. Because the product we sell is books, our aspirations must be consistent with the promise and the ideals of the volumes which line our shelves. To say that our mission exists independent of the product we sell is to demean the importance and the distinction of being booksellers.

As booksellers we are determined to be the very best in our business, regardless of the size, pedigree or inclinations of our competitors. We will continue to bring our industry nuances of style and approaches to bookselling which are consistent with our evolving aspirations.

Above all, we expect to be a credit to the communities we serve, a valuable resource to our customers, and a place where our dedicated booksellers can grow and prosper. Toward this end we will not only listen to our customers and booksellers but embrace the idea that the Company is at their service.



Community: connecting to the local community, the bookstore involving the community into and around the store.

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

"A bookstore is first and foremost a place of aspiration. People enter it to pursue their personal passions, to cultivate their minds, and to nourish their dreams."
- Len Riggio

Aspiration: developing a strong desire from the public the store must focus on the customers.





BRAND 1: Products

VARIABLES

Aspiration

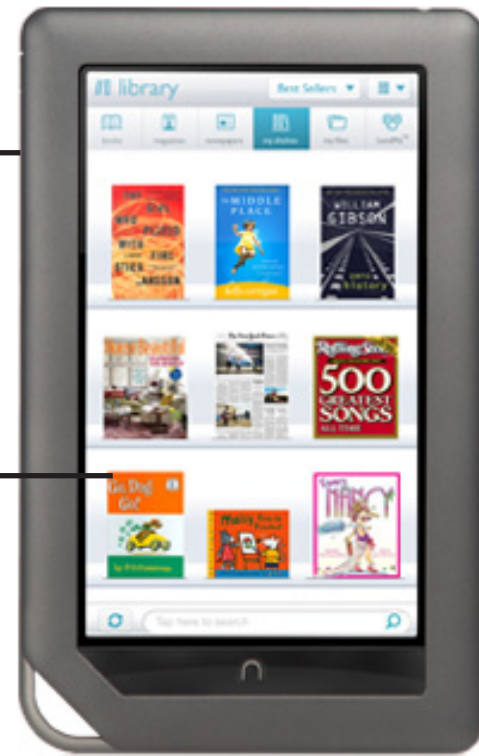
Community

Education

Aspiration desire to be tech savvy and up to date with the current trends and resources.

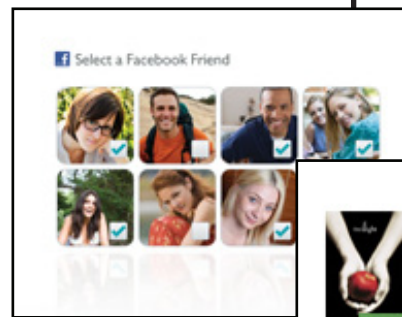
Color Screen create a beautiful and trendy connection to the tablet wars.

Community being able to connect with friends and enabling the option to lend a book to another.



Education: a wide variety of selection from multimedia sources, From Books to Music. There is various ways to be enlightened and informed by the products in Barnes & Noble.

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.



nookcolor
Features



Design Team

1

Branded Attributes

2

3

Public Experience

4

Customer Loyalty

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Success

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BRAND 2: Customer Interactions

VARIABLES

Aspiration

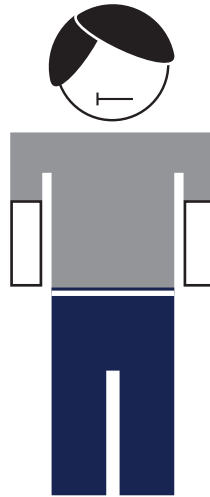
Community

Education



ID: only form of Identity of employees is a name tag around their neck.

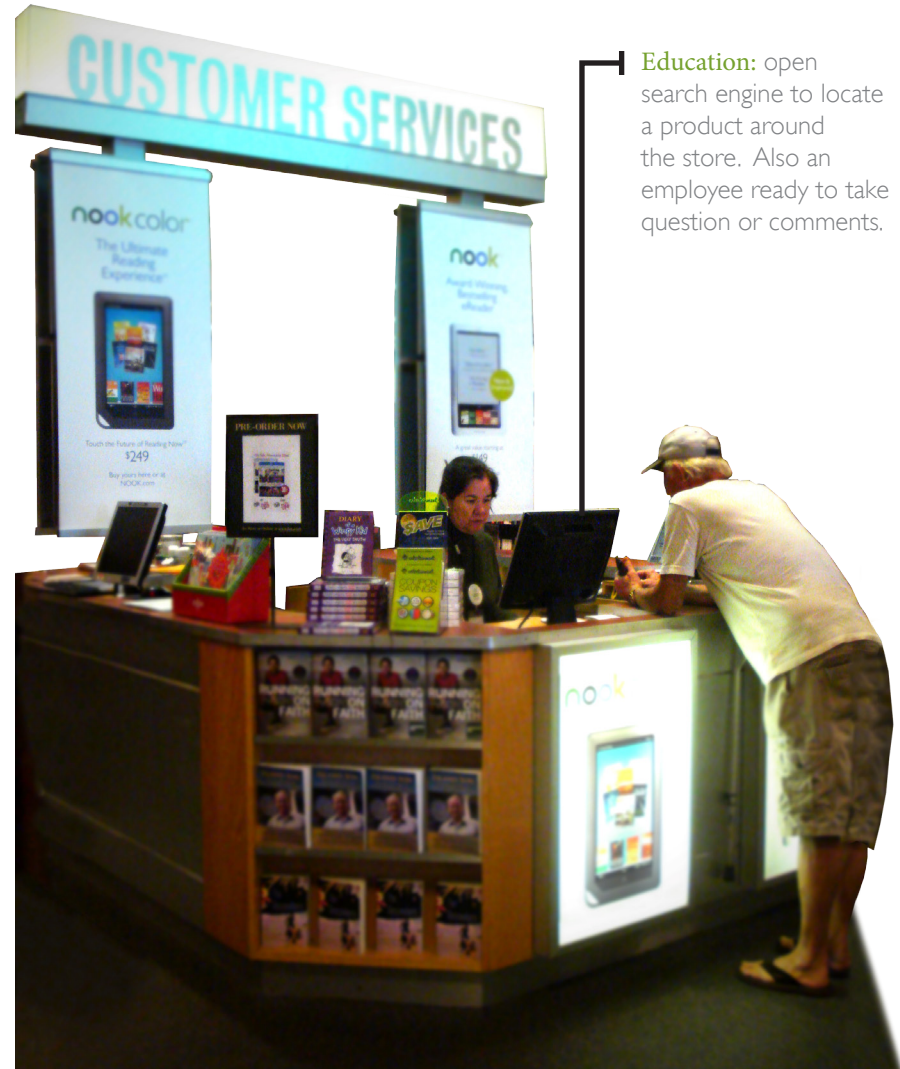
Barnes & Noble Employee



Customer

Attire: casual clothing, which therefore makes no difference between customer and employee.

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.



Education: open search engine to locate a product around the store. Also an employee ready to take question or comments.

Design Team

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BRAND 3: Physical Space

VARIABLES

Education
Community
Aspiration



Various heights of shelves
address specific target audiences



Community being able to bring young generations to be in a child like environment that will help them get a lead in their future.
Aspiration, the desire to learn and imagine.

Community allowance of spacial boundaries as desired for multiple people to search in similar locations without being trespassed in personal space.

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.



Education: a wide variety of selection from multimedia sources, From Books to Music. There is various ways to be enlightened and informed by the products in Barnes & Noble.

Design Team

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Branded Attributes

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Public Experience

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Customer Loyalty

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Success

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PUBLIC EXPERIENCE



C



A



B



D

- A. Shelves that displays books for popular books for eye traffic.
- B. Community Involvement (ASSETS High School Fundraiser)
- C. Private Spaces to quietly read selections
- D. Blending into Starbucks creates Cafe/Reading spaces.

Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.

Experience, variation of a Coffee Shop/Library/and Bookstore. Barnes and Nobles creates an atmosphere not only a retail store, but a sense of resource and community bond. No rush to by or move customers along, just the option to browse at personal pace.

Design Team

1

Branded Attributes

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Variables

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Customer Loyalty

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Success

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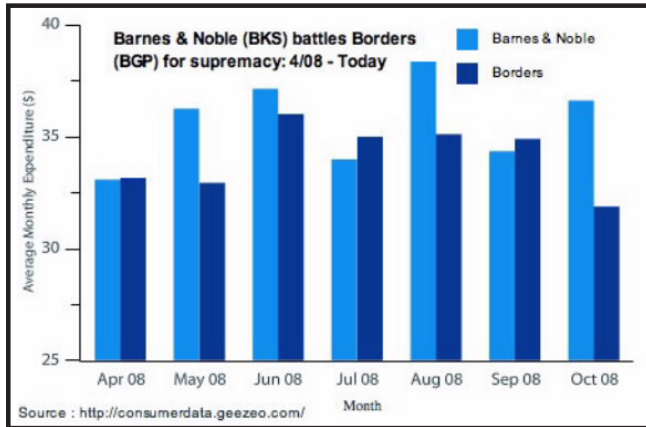


CUSTOMER

LOYALTY

&

Barnes & Noble
SUCCESS

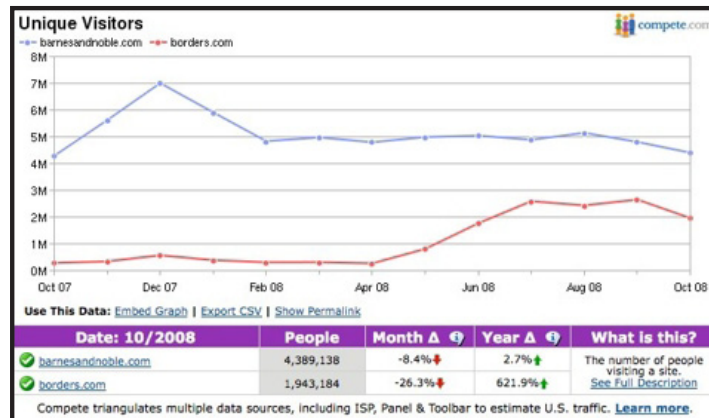


Annual Stats. (2009)

	Stores	# Retail Stores	\$ Annual (Billion)	\$ per Store
BARNES & NOBLE BOOKSELLERS	800		\$4.7 B	= \$5.8 M
BORDERS	1,000		\$3.8 B	= \$3.8 M



2008 Stats. April 2008, users were spending approximately the same amount at each bookstore, \$33.08 at Barnes & Noble, compared to \$33.17 at Borders. As of October, Barnes & Noble monthly consumer spending has grown to \$36.62, while Borders shrunk to \$31.89.



Visitors, Barnes & Nobles hasn't seen as much of new growth of visitors, while their main competitors has seen almost a %500 increase of visitation.

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.

Success is created through monetary growth or positive development of client's identity and goals. Success can be also determined based upon the developed relationships with the public.

Design Team

1

Branded Attributes

2

Variables

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Public Experience

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Storyboard Diagram Summation

Barnes & Noble

The testing of Barnes & Noble success based upon the Storyboard Diagram can conclude that B&N has a general idea of their brand target and social experience for the public. But there are key areas that could help B&N strive above competitors, being more clear and relatable to the public. Taking apart of their experience rather than being a source for media.

Design Team

— Management is orient towards a business stand point, vs a public relations or marketing image that would be more relatable to the Public.



Design Team

+ Leonard Riggio is a dedicated business man that not only successfully found Barnes and Noble, but contributes time and money in nonprofit and education.

+ Fundamentally strong and knowledgeable about business/ publication/retail environments.

Design Team

1

Branded Attributes

— Based off the mission statement. Therefore more business oriented and purpose.

— Needs to be a clearer standings of Branded Identity that Barnes and Noble want to be seen and recognized as.



Branded Attributes

+ Relating the community is multiple ways can be relatable and therefore understandable.

Branded Attributes

2

Variables

— Product: Variety of music, books and crafts. All items are portrayed just objects rather than products of Barnes & Noble.

— Customer Interaction: All employees are not easily recognisable and generous to offer services.



Variables

+ Physical Space: the mix between a cafe, library, and bookstore. If offer a the cafe setting with Starbucks to dig deeper in a book if need be. And children's space embodies the youth of learning.

+ Product: Nook brings Barnes & Noble to date with tech savvy design.

Variables

3

Public Experience

— No significant difference in evolvment with product. Library oriented and needing to search various ways and locations for book/item.



Public Experience

+ Comparison to Borders, there's a sense of more leisure reading areas and community spaces.

+ Numerous community and school associated events creates a more relatable atmosphere. Evolvment with the community.

Public Experience

4

Customer Loyalty

— Identity between competitor generate confusion amongst the stores, and therefore difficult to distinguish loyalty for either one.

— vs Competitor via internet, creates the need to develop physical environment, rather than fighting an uphill battle with online powerhouse (Amazon.com)



Customer Loyalty

+ Strong Community involvement, could lead to development of relations and therefore can cause return business.

Customer Loyalty

5

Revenue

— Because most books are found and bought online, the revenue hasn't been as high prior.

— Similar and often mistaken identity, may cause revenue to slip aways due to uncertainty.



Revenue

+ vs leading competing bookstores (Borders) generates a annual revenue.

+ Comparison between amount of stores open and annual income Barnes and Noble generates almost \$2 Million more than it's competitor of Borders.

Success

6

Summation of Barnes and Noble

The testing of Barnes and Noble (B&N) can conclude that there are numerous ways that B&N executes their brand. But due to the lack of personality within their branding identity there seems to be a larger gap between the customer and the relationship. The need for that connection between the public and B&N needs to go beyond a customer and a location of books, music, and information to being the place to explore, imagine, and relax could help B&N differentiate from their competition. Therefore, connecting with the public on a larger level than products creates a positive experience and returns business.

Storyboard Diagram

Uncle Clay's goals and contribution towards the community needs to be expressed throughout all components of design.

Bronson Chang & In+Form DESIGN



Success⁶

Customer Loyalty⁵

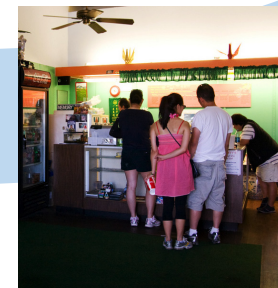


Uncle Clay's Brand Attributes²
Pure Aloha: Ohana, Open Heart & Mind, Authenticity

Product + Customer Interaction + Physical Space³



Interpreted into Public Experience⁴



Effect

Design Team

1

Branded Attributes

2

Variables

3

Public Experience

4

Customer Loyalty

5

Success

6



DESIGN TEAM



At in+FORM, "our philosophy is to Include our clients throughout the entire creative process, from concept to completion."



Bronson Chang,
Nephew to Uncle Clay,
Managing the branding and remodeling and direction of Uncle Clay's Store.



Uncle Clay's is where Pure Aloha is served out daily. Since Childhood, Uncle Clay visited the popular local mom and pop shop commonly referred to as 'the Chinese store', ever since he attended Aina Haina School as a first grader in the 1950s. Like many other youngsters in the community, it was his favorite store in all of Hawaii. He would frequent this little store every chance that I had. Upon entering it, 'little' Clay with big dreams would never fail to say out loud, "Boy! I really want to own this store someday!"

DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

Design Team

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Branded Attributes

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Variables

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Success

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BRAND ATTRIBUTES



Uncle Clay's 2009 Logo, Colors emphasizes sensitivity, and island awareness. Lacks character and awareness,

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

The "Pure Aloha" oath

I solemnly promise
To live every heartbeat of my life
From this day forward
With Pure Aloha.

Every single word that comes out of my mouth
And every single action, be it large or small
Must first come from my compassionate heart
And be supported by my thoughtful mind.

With an open heart and an open mind
I will unconditionally love
Every person who crosses my path in life
As a fellow member of our world ohana.

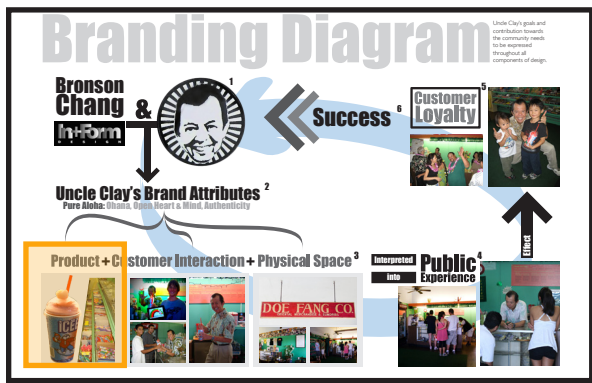
If I truly try my best to do all these things
I will become the person I was born to be
Filled with inner peace and complete happiness.

Living every heartbeat with Pure Aloha
I can
Bring love into the hearts of others
And make our world a better place.

Open Heart: showing or motivated by sympathy and understanding and generosity.

Open Mind: Receptive to new and different ideas or the opinions of others.

Ohana: Family. This does not exclusively pertain to blood relations. In Hawaiian culture there are several layers of family. There is a strong sense of community among the people.



BRAND 1: Products

Pure Aloha

Ohana
Open Heart
Open Mind

VARIABLES



Ohana local and unique goodies and snacks creates remembrance to island lifestyle. Going shopping with tutu and getting spoiled with all types of goodies that connects you back to the past.



Crack Seed: a variety of dehydrated and preserved fruits, a popular local snack in Hawaii,

Candy: traditional candies, gum, chocolates, other sugary treats.

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.



Lychee is a tropical and subtropical fruit tree native to China

Li Hing Mui is salty dried plum. It can be found in Hawaiian and Asian markets.

Icee is a frozen carbonated beverage that comes in various fruit and soda flavors.

Open Mind being able to take in new flavors and experiences and not being held to the norm or even to your own expectations and views.



Design Team

1

Branded Attributes

2

3

Public Experience

4

Customer Loyalty

5

Success

6



BRAND 2: Customer Interactions

Pure Aloha

Ohana
Open Heart
Open Mind

VARIABLES



Ohana: acceptance no matter where you come from and what you look like. Trying to guide you accordingly with wisdom and past knowledge.

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

Smile a powerful sense of Aloha in a simple gesture.

Open Heart, caring and truly endearing to the ideas of Ohana and Aloha

Casual Wear, Aloha attire, Like an own uncle would dress to work in Hawaii.

Off Menus Specials,
-Talk Story
-Problem Solver
-Advisor
-Trusting



Uncle Clay's is where **Pure Aloha** is served out daily. Uncle Clay, is the true key and Brand of the Store. Serving Local delights with even more Local Spirit. He is what separates the traditional Crack Seed store, and it goes beyond the Magic Icee.

Design Team

1

Branded Attributes

2

3

Public Experience

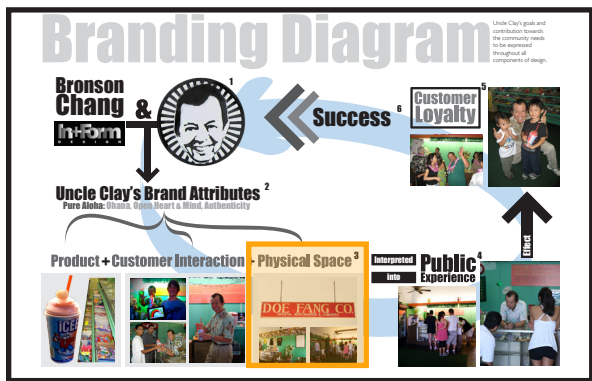
4

Customer Loyalty

5

Success

6

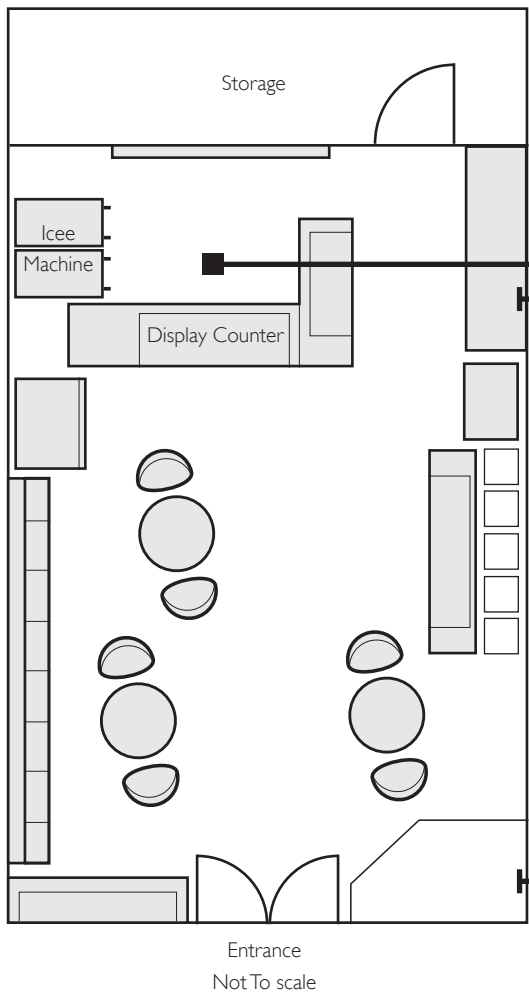


BRAND 3: Physical Space

Pure Aloha

Ohana
Open Heart
Open Mind

VARIABLES



Opening Heart & Mind: people from all walks of life enter for difference purposes for treats or wisdom. Uncle Clay is more than willing to spread the Aloha Spirit and kinds words of knowledge.

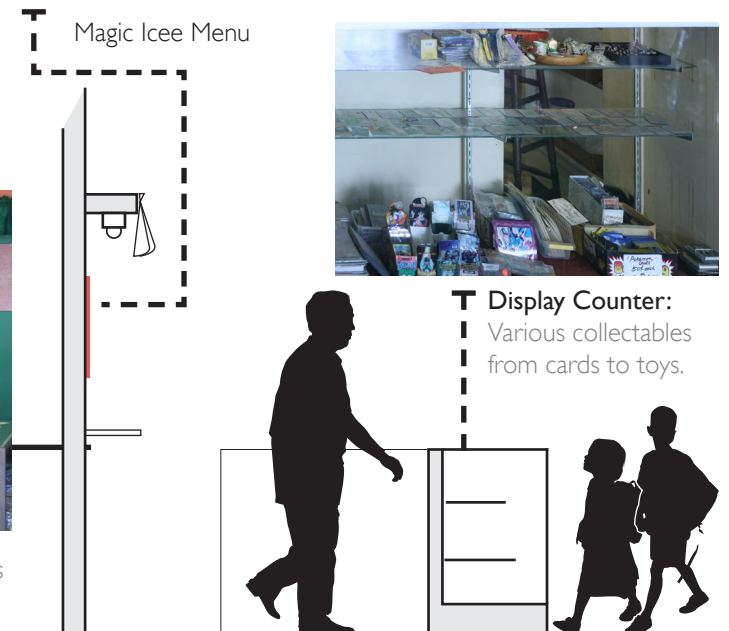
Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

Ohana: as customers flood in, famous or not. Uncle Clay accepts them as Hanais growing the family of Aloha each day.

3. Choose Your Style

Plain	generic, non-magical	ices	sm \$1.80	med \$2.10	da bomb \$2.70
ORIGINALS: Uncle Clay's one-of-a-kind, world-renowned, magical creations					
ORIGINALS: sm \$2.85 med \$3.45 da bomb \$4.45					
SPECIALTIES: sm \$3.80 med \$4.70 da bomb \$5.90					
<p>Magical Ices Uncle Clay's one-of-a-kind, world-renowned, magical creations</p> <p>ORIGINALS First that started it all</p> <p>LI Ming Delight Creamy Delight</p> <p>Hawaiian Superman Sweet Dream</p> <p>Lychee-Licious Cookies and Cream</p> <p>Broke Da Heart Chocoholic</p> <p>Asahi Banzai! Koolhae For Coochie!</p> <p>Pink's Petals</p>					

Disclaimer: Experiencing these Magic Ices could become extremely habit forming. Uncle Clay's will not be held liable.





PUBLIC EXPERIENCE



Uncle Clay's Doe Fang

★★★★★ 30 reviews [Rating Details](#)

Categories: [Desserts](#), [Candy Stores](#), [Ethnic Food](#) [\[Edit\]](#)

820 W Hind Dr
Ste 118
Honolulu, HI 96821

(808) 373-3402
www.uncleclay.com



Review Highlights [What's this?](#)



"Uncle Clay is super friendly and his magic **icee** is delicious." (in 17 reviews)



"I chose the **Li Hing** Delight, my friends both got the Lychee-licious." (in 4 reviews)



Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.



Design Team

1

Branded Attributes

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Variables

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Customer Loyalty

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Success

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CUSTOMER → **COMMUNITY**

LOYALTY

Due to current size of the venue, the target audience is focused towards the community relations.



> Getting the word out beyond the local Community. Mayor Mufi Hannemann



< ^ Involving the community to the raise awareness of Uncle Clay's cause and goals.
> Teaching the spirit of Aloha to the Community is the purpose of Uncle Clay.

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.



Design Team

1

Branded Attributes

2

Variables

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Public Experience

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Storyboard Diagram

Summation

Uncle Clay's

The testing of Uncle Clay's success based upon the Storyboard Diagram can conclude that there are high points and low points of the Branding. And there could be some intangibles components when it comes to expression of Branding when it appeals to the people such as Uncle Clay's brand targets. In addition Uncle Clay's success may be measured differently in comparison to larger companies such as Apple and Barnes & Nobles.

Design Team

— In+Form, and interior design firm. Exploring the meaning behind Uncle Clay's, just focusing on spatial development.

Branded Attributes

— Basing an attribute around a quality that isn't completely clear may be hard to grasp and therefore difficult to maintain and express in the store.

Variables

*Explore in further detail in following pages of recommendations.

Public Experience

— Store although based upon being a community and social hub, the customers don't spend time sticking around with goodies.

Customer Loyalty

— The local community is the core of the customers, not being able to expand the customer net by multi-media means.

Revenue

— Based on the economy and market for wholesale prices. It's difficult for independent stores to survive. Especially in a location that doesn't continually appeal to new foot traffic.

Finance is very limited, with low traffic and economic fall, even Uncle Clay's is hit due to the unsustainable product.

Design Team

+ Uncle Clay, the main essence of company and therefore understand the direction of what the company must embody to survive.

+ Bronson Chang, nephew studied business at USC emphasis in entrepreneurship. Bronson understand Uncle Clay's object and sees potential in customer potential

Design Team

1

Branded Attributes

+ Pure Aloha: Clean and clear meaning of what the Store wants to promote and ways to achieve this Intangible quality is breath of Hawaii's "sense of place." Understanding clearly how and what this means will get the brand rolling.

Branded Attributes

2

Product

Customer Interaction

Physical Space

Variables

3

Public Experience

+ Spread of unique culture of Hawaii's sense of place "Aloha" is truly unique and enjoyable to be around.

+ Strong sense of community unites and helps each other, creating that core relationship with company (Uncle Clay)

Public Experience

4

Customer Loyalty

+ Strong community foundation is what keeps Uncle Clay pursuing forward.

Customer Loyalty

5

Revenue

+ Due to the community following and understanding value of the community based Mom and Pop store. The local community take pride in helping Uncle Clay's

Success

6

Summation of Uncle Clay's

In the example of Uncle Clay's there are different elements that go beyond the tradition means of retail developments. Because of the small nature of the store, the relationship to the brand must be composed carefully. Becoming mainstream, with high-end furniture and bright lighting fixtures, may not depict the success of a store of this size and nature. Creating a consistent idea throughout the store based on a strong developed brand will generate a unified feel of the environment. This will then be able to create positive experiences beyond just the fulfilment of tangibles and offer a more collective experience of Uncle Clay's positive "Pure Aloha"

Storyboard Diagram

Recommendations

Uncle Clay's Brand Variables

Extraction of brand variables, to see and identify the benefits and shortcomings of the current identity of the variables. Combined brand variables are an intricate parts of the diagram. But separately each variable must express consistently a similar story using the brand attributes.

* Recommendation

Product

- * ICEE is a product of it's own, and promotion of the cup should be unique just like the flavor and style of the Magic ICEE
- * Sugary goodies aren't good for health, but sometimes good to spoil self occasionally.
- * Knick Knacks are various toys make it difficult to know the true nature of the store.

Customer Interaction

- * One man band. Is there the same quality of service and style without Uncle Clay?

Physical Space

- * Spatial programming doesn't always create optimal sociable environment.
- * Double Seated tables only allow 2 person parties to sit. And by being located directly where the single file line forms, doesn't create a sense of comfort to spend time.
- * Counter completely blocks employee to go beyond his or her social wall. Being able to blur the lines between customer and employee relations is key to the spatial uses.
- * Split between casual cafe and crack seed shop. Comfortable to socialize, but cluttered to stay.

Existing

Product

- + Unique flavors of Hawaii, mixes cultures and styles to emphasis the qualities of the Magic ICEE
- + Local traditional Crack Seed, with a more cultural description of the origin and the Mom and Pop Shop.

Variables

3.1

Customer Interaction

- + Uncle Clay's personable persona that brightens the room with his energy and attitude. Goes beyond introductions, and just a customer acknowledgement.
- + Ability to socialize and create a level of comfort and ability to be open to new ideas, advice and people. Uncle Clay opens the doors to various people and allows others to do the same.
- + Engages conversations, treats you in as Family. And introduces people as family. This gives the guarantee of Uncle Clay's motives and directions.

Variables

3.2

Physical Space

- + Keeping it slightly home grown, without being to casual or too manufactured. Embodies sense of relaxed style and elegance.

Variables

3.3

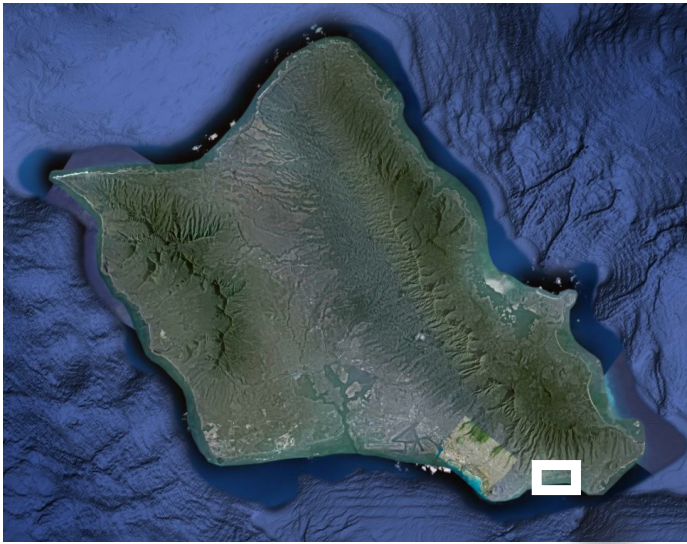
Recommendations for Uncle Clay's

Using the storyboard diagram, the strengths and the shortcomings of the brand are clear along with where some attention maybe needed to strengthen the overall identity of the store. In the recommendation areas, one can interpret the sections that are in need of expressing brand attributes. The three variables (Product, Customer Interaction, and Physical Space) are able to change to better serve the client's identity. The remaining stages (Public Experience, Customer Loyalty, and Revenue) are resultants of how successful the variables embody and connect the public with the client.

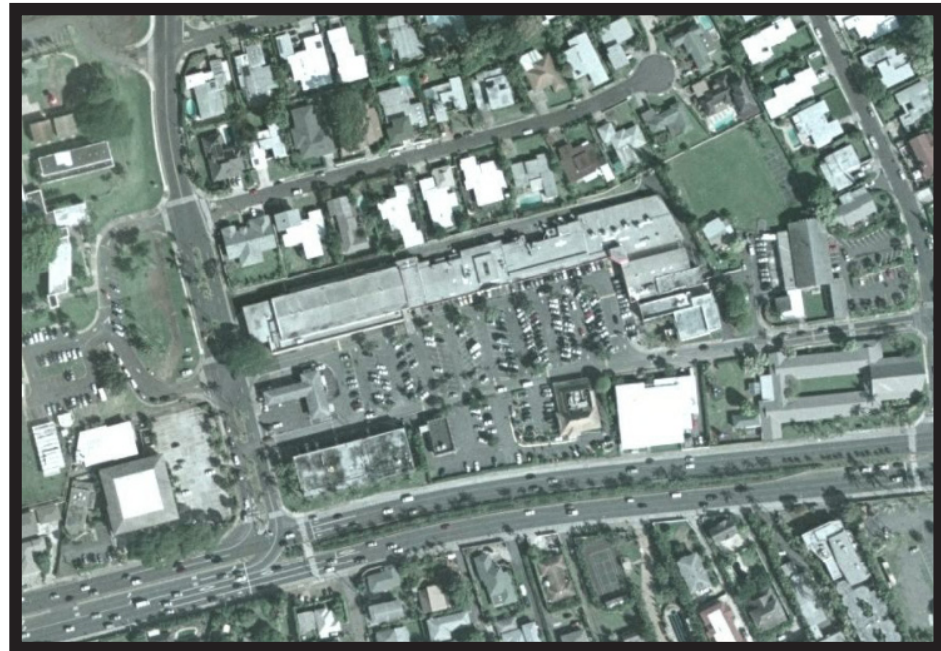
Product: The lack of personality and authenticity in the packaging hinders the products ability to represent the essence of "Pure Aloha". Therefore the need to develop a package that expresses the attribute of the Uncle Clay's brand is key.

Customer Interaction: Out of the three variables, customer interaction is most representative of the brand. This is because Uncle Clay himself embodies the lifestyle of "Pure Aloha." But an issue that occurs is the ability to survive without Uncle Clay consistently working at the store. Because Uncle Clay is a one-man-band, if he is sick or out of town the expression of "Pure Aloha" existence may not be as clear. So there is a strong need to hire people that also value and partake in the similar living habits of Uncle Clay with the idea "Pure Aloha" as the main goal to share, beyond just the task oriented qualities of the job.

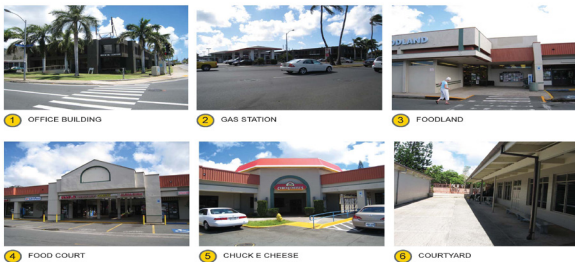
Physical Space: The store spatial program is truly diverse, with aspects ranging from traditional mom and pop shop, to a crack seed store, to a cafe. All these different programs need to coexist amongst each other to best express Uncle Clay's identity. This is because the brand embodies a strong social development between client and public, and with the store's origin lies with producing enjoyable treats for young and old. The need to combine the two worlds of social interaction and product merchandising is key in the development of physical space.



State: Hawai'i
Island: Oahu
City: Honolulu



Aina Haina Shopping Center



In+Form Plan and
Site Analysis



In+Form Rendering of Shopping Center

Site Context (Aina Haina)

Aina Haina, Oahu, Hawaii. The Aina Haina Shopping Center is currently getting a renovation. They've been working with In+Form Design over the past 2 years with regards to Hawaiian style ornamentation and decor. In addition, Uncle Clay's "House of Pure Aloha" also is working with In+Form Design to renovate themselves as a store and a brand.

But Uncle Clay's brand needs to be able to expand beyond its origin site of Aina Haina Shopping Center and into and beyond the local community with the emphasis of a brand based on the ideas of island terminology and mentality (Pure Aloha).



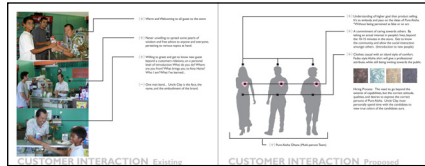
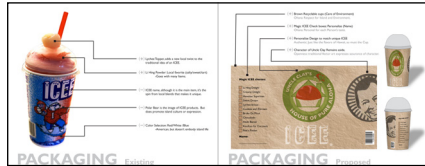
Recommendations for
client' Brand



Conceptual Interpretation
of client's brand



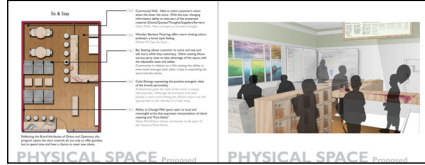
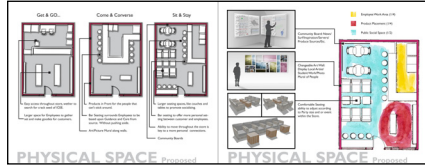
Branded Product
Recommendation Design



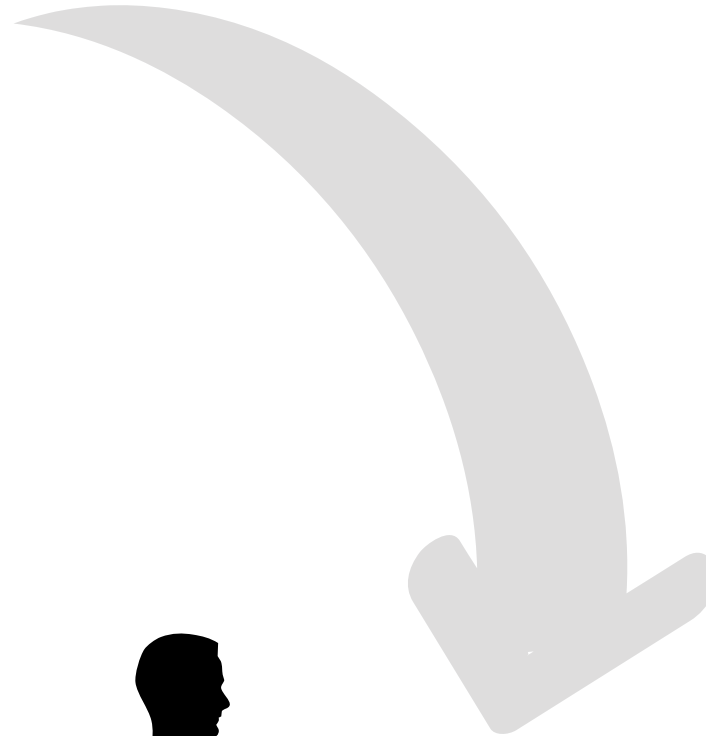
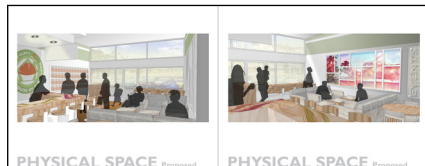
Customer Interaction
Recommendation



Existing Physical Space



Branded Physical Space
Recommendation Design



Designer



Client

Design Recommendations

Based on the findings in Uncle Clay's storyboard diagram we can locate and analyzing the weaker areas in the diagrammatic stages. One can find gaps in the stages that might counteract the proposed branded identity of Uncle Clay. Therefore the design process will need to analyze Uncle Clay's brand identity further and thereby develop brand recommendations in the variables that will better emphasize Uncle Clay's branded attributes correctly. Creating the brand recommendation platform for Uncle Clay according to the specific location in Aina Haina, we can take notice of how characteristics of Uncle Clay's branded identity can take shape. This branded platform for Uncle Clay's House of Pure Aloha store would be then distributed to the client, Uncle Clay, to describe how his brand can be expressed cohesively throughout the storyboard diagram.



Worn Wood Express Characteristics of Values



Expression of Flower



Interpretive Characteristics of Every Day



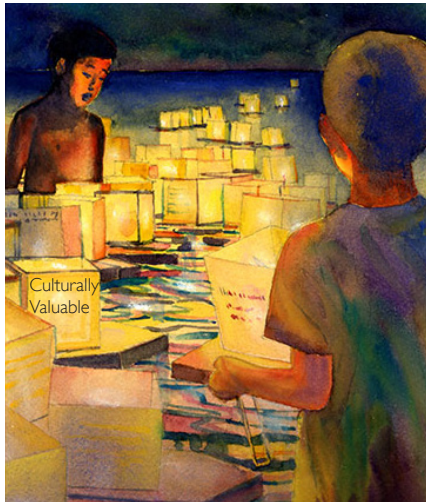
Vector Art (time of personal connection of time.



Hidden Beauty



Worn Wood Express Embedded Values



Culturally Valuable



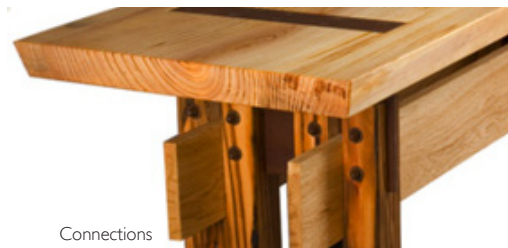
Material in Natural coloration (expresses root sources)



Breath taking moments unsuspected (colors)



Clean & Simple



Connections

Watercolour / Artistic / Energetic Color Palette

Ohana - Multiple Interpretations of art based from local artist.

Open Mind & Heart - Understanding and willingness to adapt.

Authenticity - Homemade, non-manufactured qualities.

CONCEPTUAL Image Board

Conceptual Development

First of all, the need for comfort is key. The connection with the public can't be overbearing or too subtle to be missed. Most of the identity from Uncle Clay's brand comes from being accepted and welcomed. The use of warmer colors and natural material generates the connection between people in addition to the connection with an environment. For that reason, many images contain saturated colors and natural materials such as wood to create a warmer and deeper connection between the public and Uncle Clay.

The idea of "Pure Aloha" is such a widely known concept but difficult to truly understand. For many Hawaii residents aloha holds a deep meaning and sometimes is carried differently from person to person, which is the reasoning behind the artistic imagery in Uncle Clay's. Just as the understanding and the meaning of aloha is not literal or seen directly on the surface, so must the images. The use of watercolors not only offers interesting colors, but it also offers layers of color that blend, overlap, and merge into each other. Therefore the need for various interpretation and customization is key. Just like the subject matter of aloha, there are many forms in which it takes place, just as in the representation of the identity of Uncle Clay's shop.



(+) Slight illustrative of Uncle Clay's character.

(-) Stock Font: Serif Font
-doesn't amplify characteristics of "Aloha"

(-) Color Selection: White on Blue
Blue doesn't express personable qualities.

(+) White Address Labels give Homemade qualities
-yet could use more personality



(-) Half empty shelves, creates less of a energetic quality of colors/emotion and choices.

(-) Don't know what the item is...
-notion of teaching and advice, could use a name and description of item
-ex. White Li Hing Mui (sweet/salty)

PACKAGING Existing



(+) Picture expresses emotional ideas of culture.
Open Mind/Heart: Artist's Interpretation.

(+) Cutouts (expression of single to whole)
Ohana: variation/community/connection



- (+) Item Description: Points out Items
Education: Teaches customers Local Goodies.
- (+) Font Selection: Emphasises Handwriting
Authenticity: Homemade quality and style.
- (+) Designed on brown bag material. Recyclable.
Ohana: Respect for Island and Environment.



PACKAGING

Proposed



(+) Lychee Topper, adds a new local twist to the traditional idea of an ICEE.

(+) Li Hing Powder: Local favorite (salty/sweet/tart)
-Goes with many Items.

(-) ICEE name, although it is the main item, it's the spin from local blends that makes it unique.

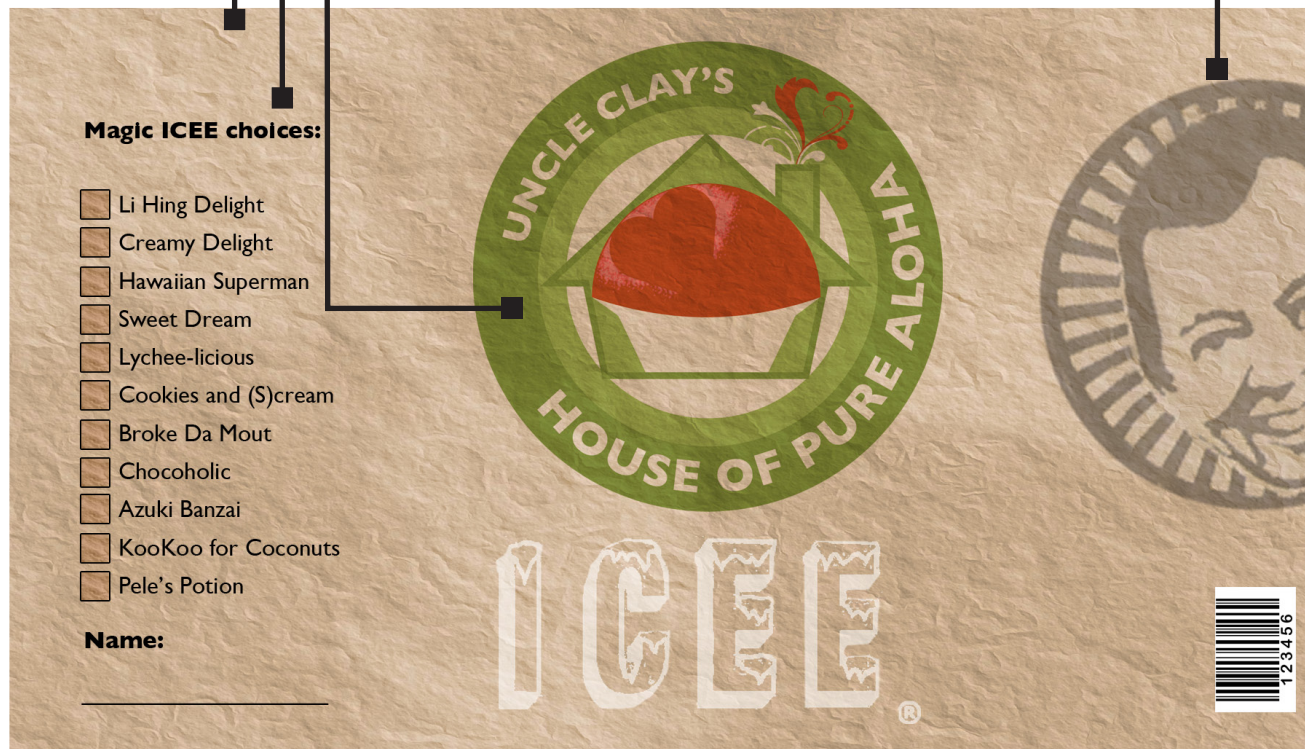
(-) Polar Bear is the image of ICEE products. And does promote island culture or expression.

(-) Color Selection: Red/White /Blue
-American, but doesn't embody island life

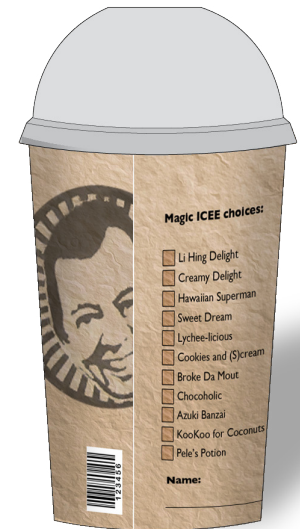
PACKAGING

Existing

- (+) Brown Recyclable cups (Care of Environment)
Ohana: Respect for Island and Environment.
- (+) Magic ICEE Check boxes: Personalize (Name)
Ohana: Personal for each Person's taste.
- (+) Personalize Design to match unique ICEE
Authentic: Just like the flavors of Hawaii, so must the Cup.
- (+) Character of Uncle Clay Remains aside.
Openness: traditional Vector art expresses assurance of character.



Front of Cup



Back of Cup

PACKAGING

Proposed



(+) Warm and Welcoming to all guest to the store



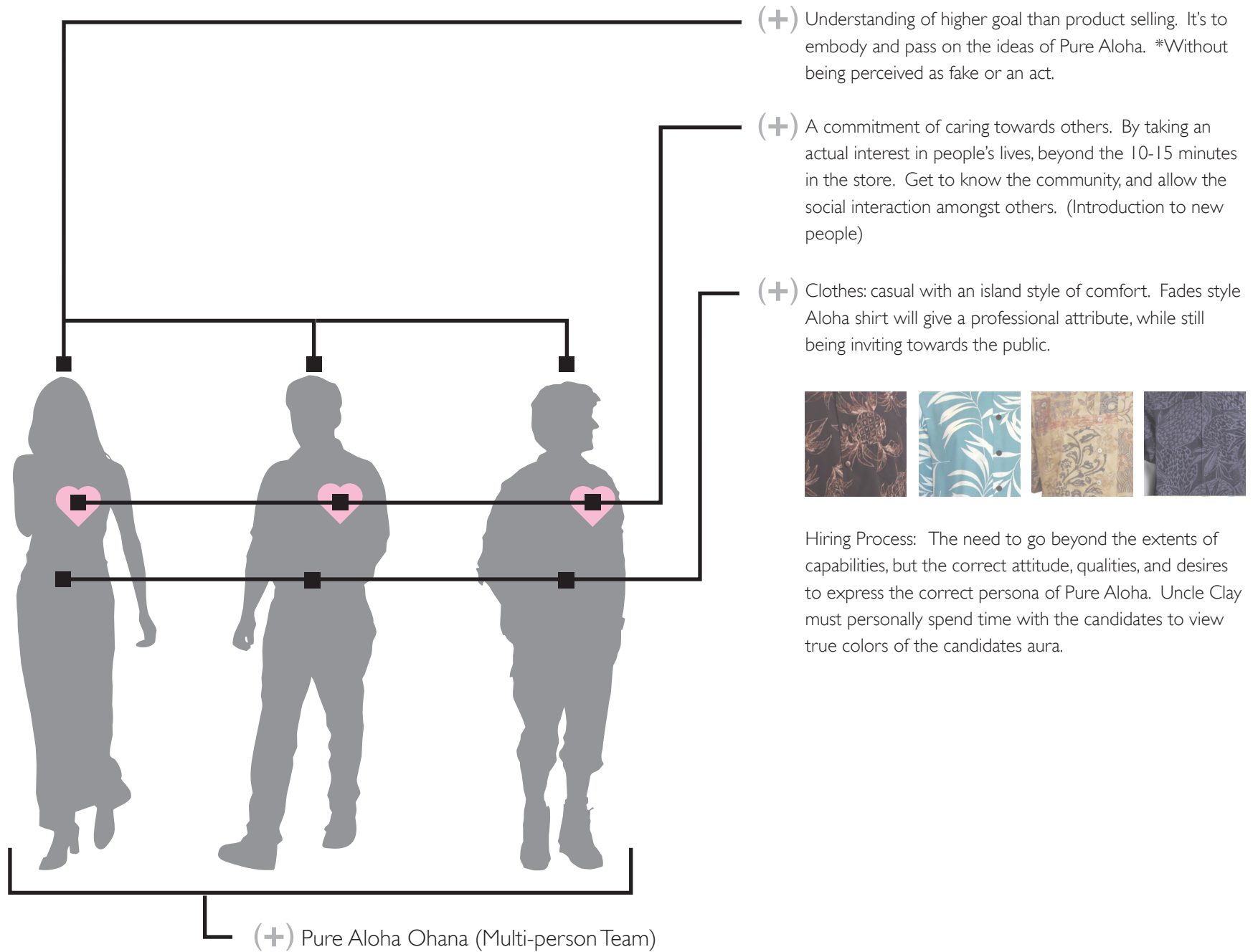
(+) Never unwilling to spread some pearls of wisdom and free advice to anyone and everyone, pertaining to various topics at hand.

(+) Willing to greet and get to know new guest beyond a customers relations, on a personal level of introduction. What do you do? Where are you from? What brings you to Aina Haina? Who I am? What I've learned...

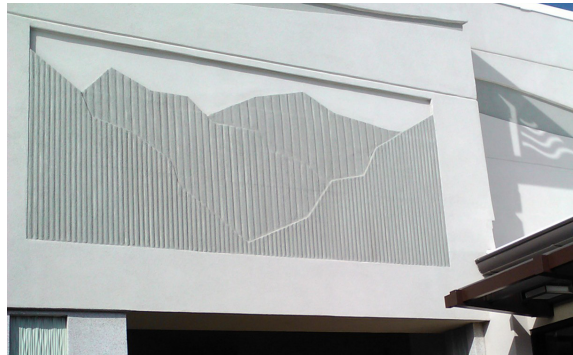
(-) One man band... Uncle Clay is the face, the name, and the embodiment of the brand.



CUSTOMER INTERACTION Existing



CUSTOMER INTERACTION Proposed



Ornamentation of decor (neutral colors) and imagery of mountains, water, and wood.



Storefronts still very formal and consistent throughout the shopping mall.

PHYSICAL SPACE Status

Customer's View



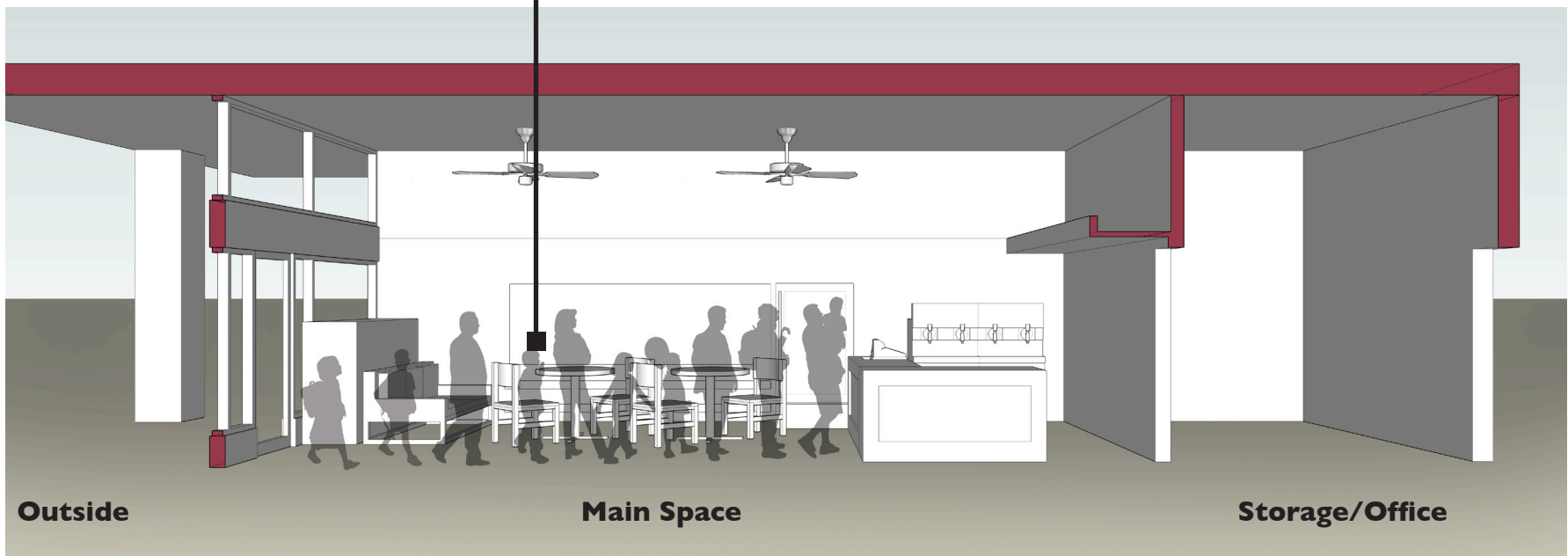
- (-) Seating restrict groups into 2 person parties, due to single smaller tables, rather than social areas.

Employee's View



- (-) Employees (Uncle Clay) are restricted behind the counter unable move beyond the "work zone"

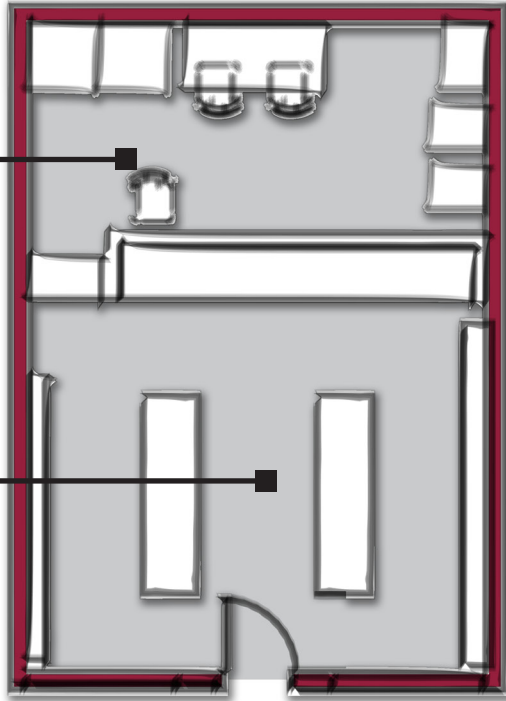
Section of Store



- (-) Line of People cause traffic in middle of store.
-*yet may cause some socializing

PHYSICAL SPACE Existing

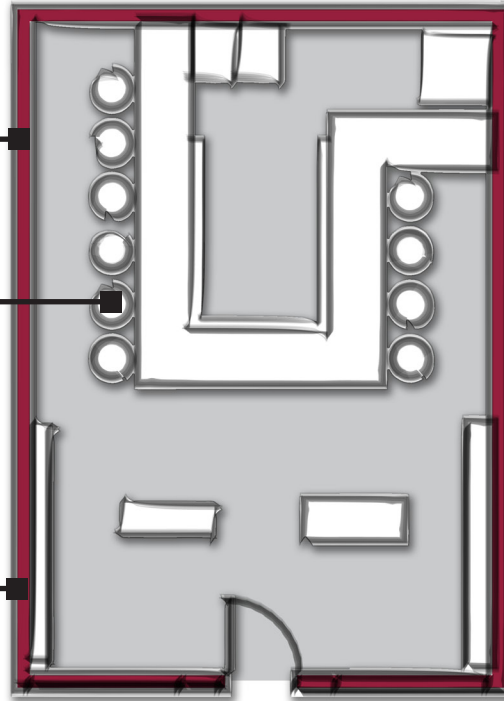
Get & GO...



Easy access throughout store, whether to search for crack seed of ICEE.

Larger space for Employees to gather set and make goodies for customers.

Come & Converse

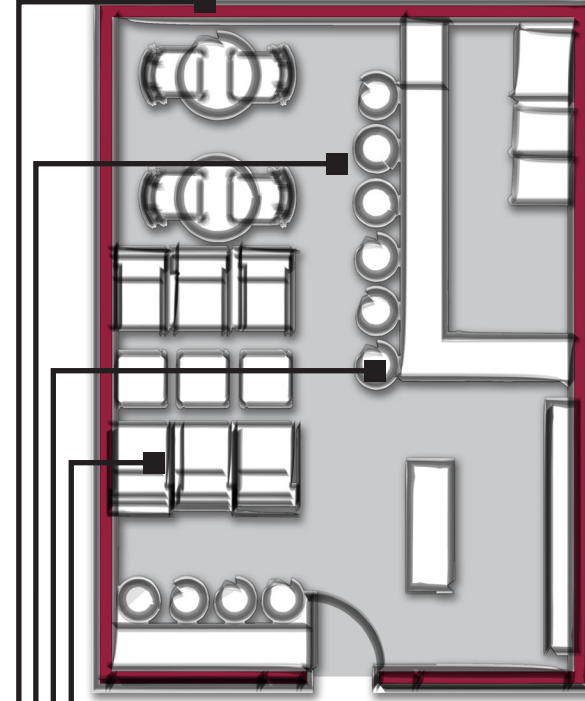


Products in Front for the people that can't stick around.

Bar Seating: surrounds Employees to be based upon Guidance and Care from source. Without pushing aside.

Art/Picture Mural along walls.

Sit & Stay



Larger seating spaces, like couches and tables to promote socializing.

Bar seating to offer more personal setting between customer and employees.

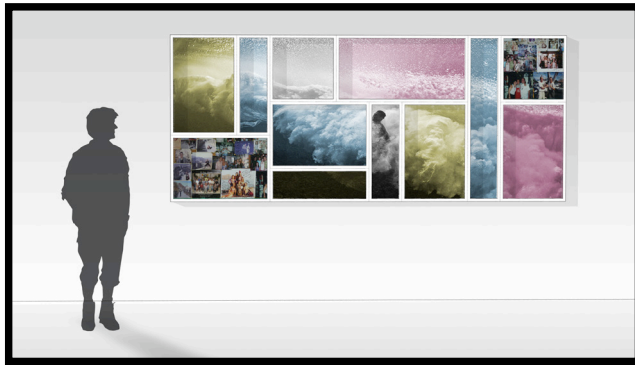
Ability to move throughout the store is key to a more personal connections.

Community Boards

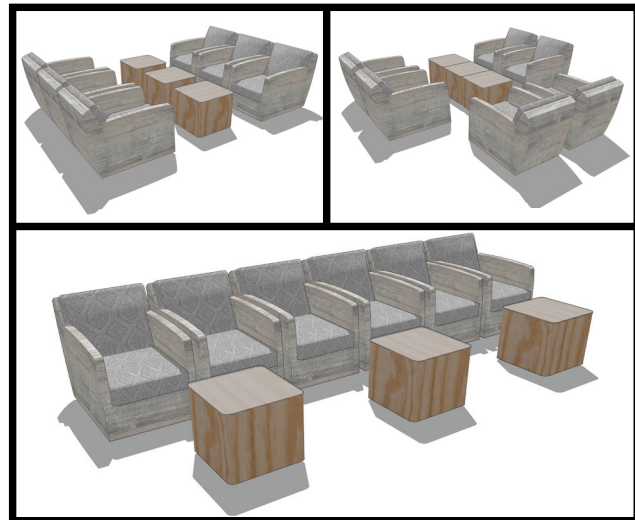
PHYSICAL SPACE Proposed



Community Board:
News/Surf/Inspiration/
Servers/Produce
Sources/Etc.

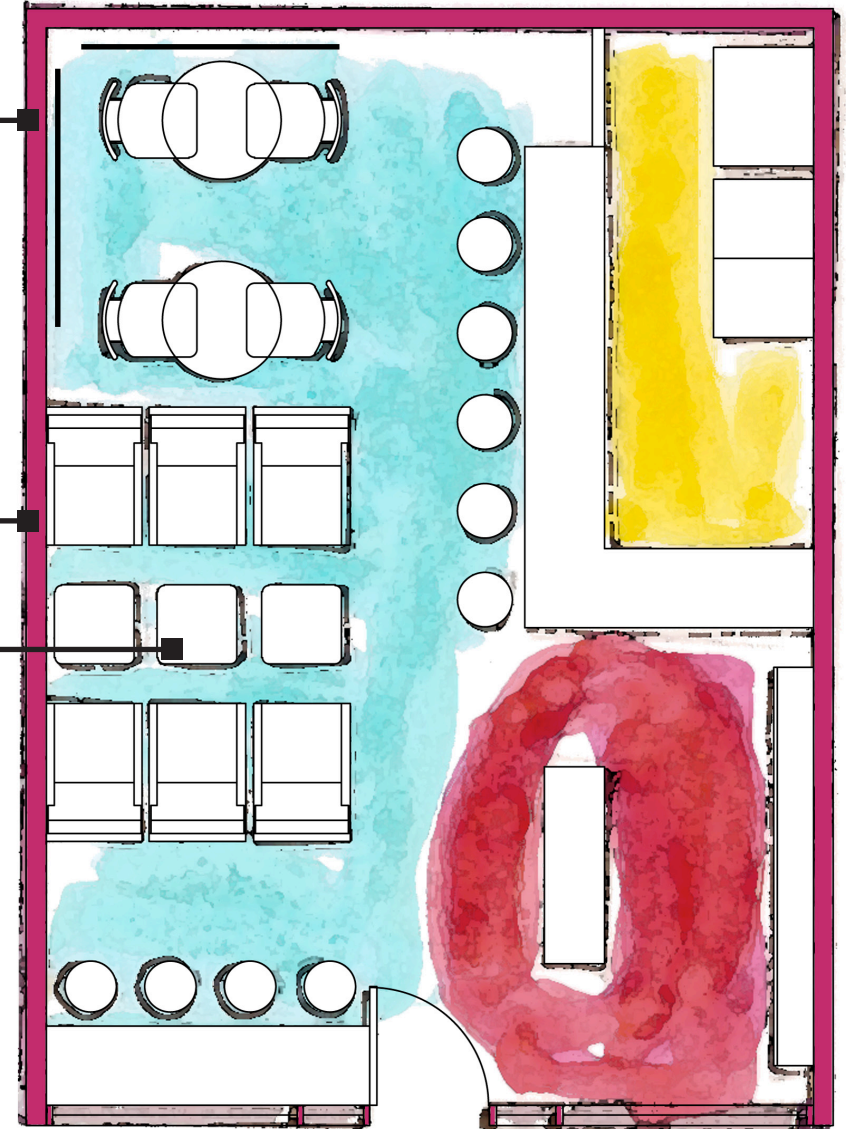


Changeable Art Wall:
Display Local Artist/
Student Work/Photo
Mural of People



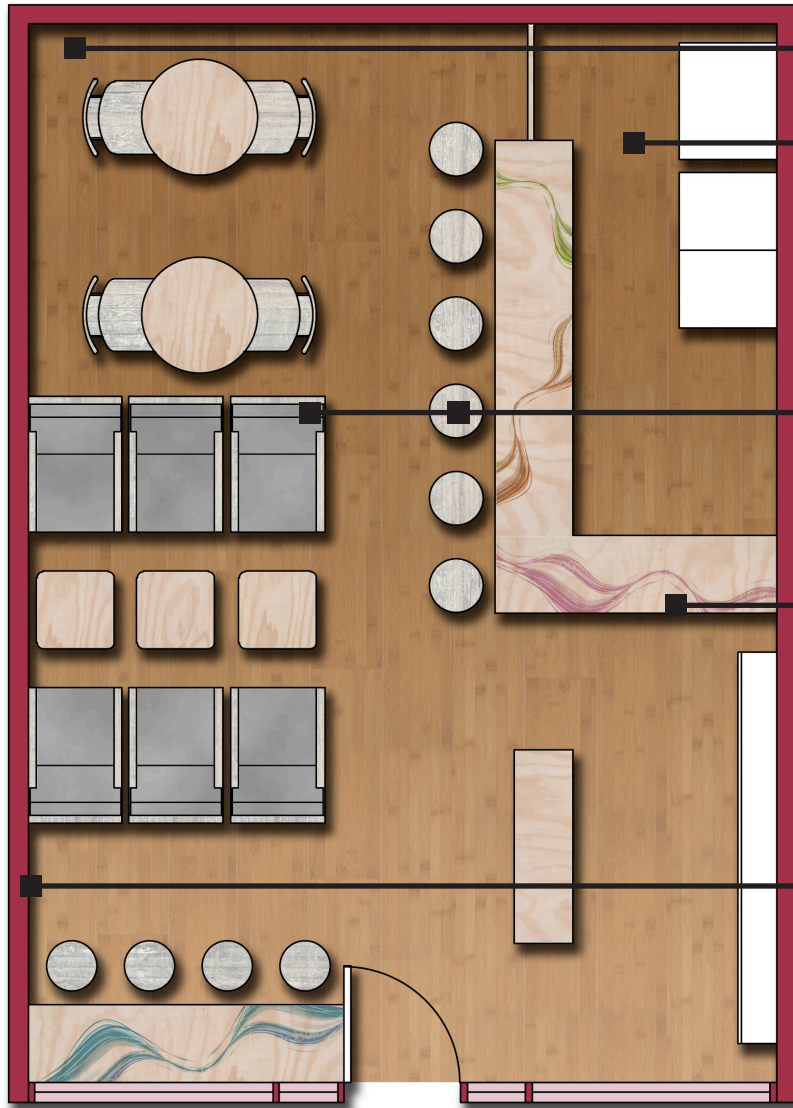
Comfortable Seating:
The ability to adjust
according to Party size
and or event within
the Store.

- Employee Work Area (1/4)
- Product Placement (1/4)
- Public Social Space (1/2)



PHYSICAL SPACE Proposed

Sit & Stay



(+) Community Wall: Able to catch customer's vision when they enter the store. With the ever changing information, ability to take part of the presented material. (Events/Quotes/Thoughts/Suppliers/Servers)
Open Mind: New concepts to provoke thought.

(+) Wooden Bamboo Flooring: offers warm inviting colors, embody's a home style feeling.
Ohana: Mi Casa Su Casa...

(+) Bar Seating: allows customer to come and stay and talk story while they wait/enjoy. Other seating allows various party sizes to take advantage of the space, with the adjustable seats and tables.
Community: in relation to a Pub setting, the ability to inter-mesh amongst each other is key to expanding the word and the ohana.

(+) Color/Energy: expressing the positive energetic vibes of the brands personality.
Authenticity: gives the style of the room a unique characteristic.
Although the furniture and color palette is warm and inviting, the vibrant colors are still appropriate to the identity of a treat shop.

(+) Ability to Change: Wall space open to local and meaningful artist that expresses interpretation of island meaning and "Pure Aloha"
Open Mind/Heart: allows community to be apart of the House of Pure Aloha.

Reflecting the Brand Attributes of Ohana and Openness, this program opens the door towards all, not only to offer goodies, but to spend time and have a chance to meet new ohana.

PHYSICAL SPACE Proposed



Interior view from store entrance.

PHYSICAL SPACE Proposed



View from back wall looking towards entrance.

PHYSICAL SPACE Proposed



Employee's view from behind counter:

PHYSICAL SPACE Proposed

Storyboard Diagram Results

Uncle Clay's Brand Variables

By designing according to Uncle Clay's branded attribute, each variable is more consistent with the branded intent. The product containing more character. The customer interaction being more than a one man band. And finally the physical space becoming a more welcoming environment.

*Recommendation

Product

- + ICEE is a product of it's own, and promotion of the cup should be unique just like the flavor and style of the Magic ICEE
- + Sugary goodies aren't good for health, but sometimes good to spoil self occasionally.
- + Knick Knacks are various toys make it difficult to know the true nature of the store.

Customer Interaction

- + One man band. Is there the same quality of service and style without Uncle Clay?

Physical Space

- + Spatial programming doesn't always create optimal sociable environment.
- + Double Seated tables only allow 2 person parties to sit. And by being located directly where the single file line forms, doesn't create a sense of comfort to spend time.
- + Counter completely blocks employee to go beyond his or her social wall. Being able to blur the lines between customer and employee relations is key to the spatial uses.
- + Split between casual cafe and crack seed shop. Comfortable to socialize, but cluttered to stay.

Existing

Product

- + Unique flavors of Hawaii, mixes cultures and styles to emphasis the qualities of the Magic ICEE
- + Local traditional Crack Seed, with a more cultural description of the origin and the Mom and Pop Shop.

Variables

3

Customer Interaction

- + Uncle Clay's personable persona that brightens the room with his energy and attitude. Goes beyond introductions, and just a customer acknowledgement.
- + Ability to socialize and create a level of comfort and ability to be open to new ideas, advice and people. Uncle Clay opens the doors to various people and allows others to do the same.
- + Engages conversations, treats you in as Family. And introduces people as family. This gives the guarantee of Uncle Clay's motives and directions.

Variables

3

Physical Space

- + Keeping it slightly home grown, without being to casual or too manufactured. Embodies sense of relaxed style and elegance.

Variables

3

Summation of Uncle Clay's after Brand Recommendations

With branded attributes now embedded throughout Uncle Clay's retail environment, the key variables have a stronger uniqueness of Uncle Clay's branded identity. The products embody the playfulness and positivity of ohana, while the space expresses the importance of community and care. These branded recommendations along with the customer interaction of Uncle Clay's characteristics express a consistency of his brand of "Pure Aloha." By designing the variables correctly towards Uncle Clay's brand the public will recognize and relate better to the store's identity. Understanding that Uncle Clay is not just there to sell you a piece of sugar but he's there to welcome you into his house and to stay no matter how much someone purchases at the store. Uncle Clay's persona of having open arms and playfulness to the public is seen throughout the three variables and will result in building stronger relationships and connection with the public.

Storyboard Diagram

Pros and Cons of Diagram

Pros

+ Understanding of Branding Cycle

- Proactive vs. Reactive

+ Depiction from Words

- Conceptually expressive

+ Analysis of Client's Brand

- Understandable by all Parties
 - Design Team
 - Clients
- Multi-Cultural
 - Visually Explanatory

+ Design Tool for Referencing Concept

- Core Brand Attributes
- Common Communication of Interpretation by Design Team

Cons

– Focused on Retail Environments

- Subject to change to other fields (Firm Identity, Food Venues, Business Branding)
- Need for Change of Variables

– Images are based on Interpretation

- Visuals still need explanation because of multiple ways of interpretation.
- Brand is based on Interpretation
 - Client to Designer(s)
 - Designer to Variable Designs
 - Variables to Public

Analysis of Using the Storyboard Diagram

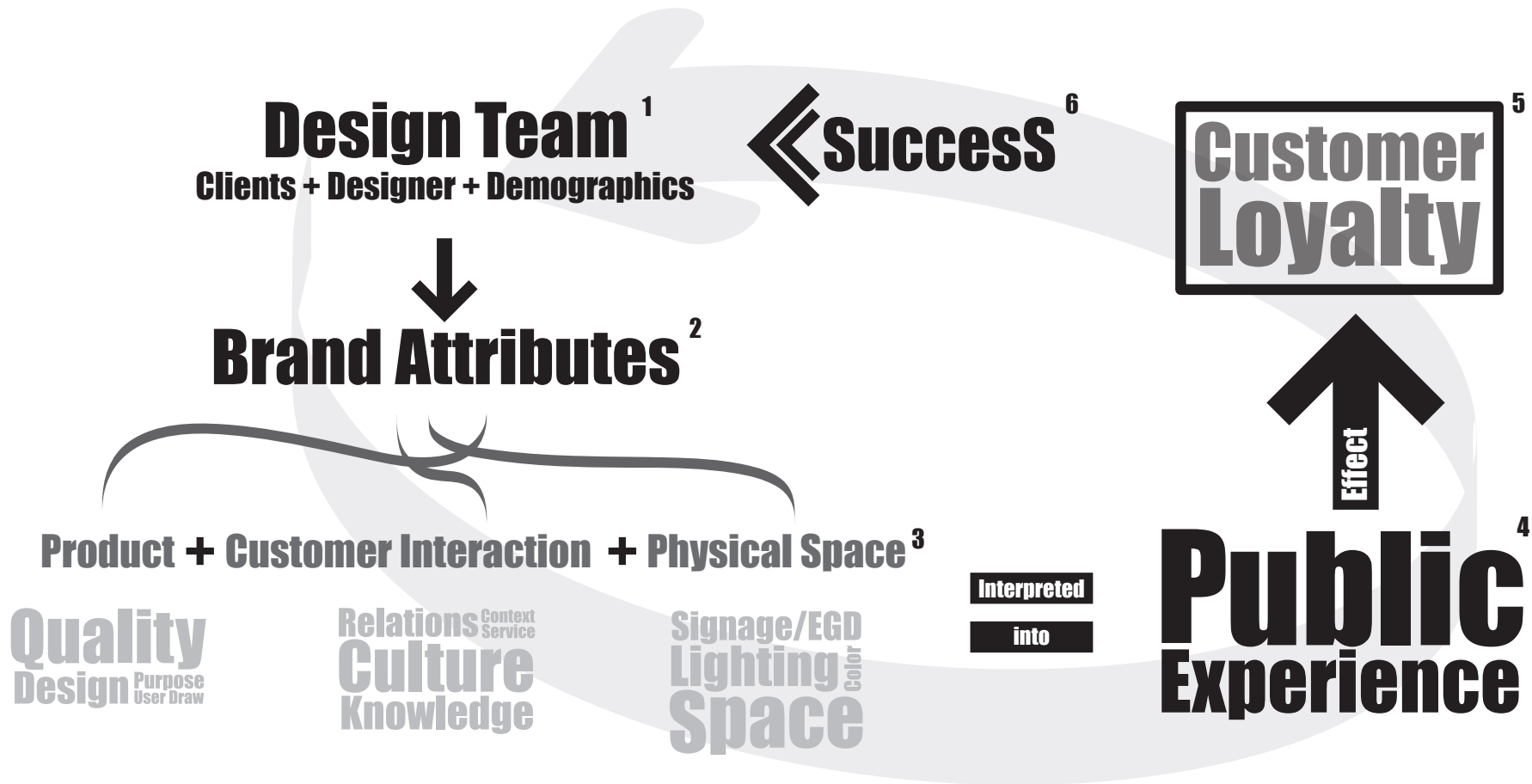
In one powerful exercise, the storyboard diagram allows a designer to analyze, develop, and communicate a client's brand. Using the storyboard diagram as a designer was helpful in the sense that it depicts where the brand attributes are derived from, and how a designer can interpret these appropriately. This comes from having information laid out for one to readily recognize the shortfalls within the overall composition of the client's brand. The need for consistent interpretation throughout the three variables will guide the public to their own informed conclusion of the client's brand.

For design purposes, the storyboard diagram was always available to refer to when keeping consistent with the brand. By utilizing the diagram, reviewing the branded identity through visual illustrations helps reinforce the understanding of the main goals more easily than just words on a mission statement. The ability to visually grasp a conceptual idea through imagery reveals a clearer path towards the correct interpretation by the designers.

Another benefit of using the storyboard diagram was the component of communication. The development and construction of client's brand and branding attributes are a team effort to create a strong consistent story that characterizes the client's identity. Although acting as the entire team, I can envision the storyboard diagram being useful in a multiple person design team. Being able to constantly reflect and utilize the storyboard diagram would fill in the communication gaps that would seem to exist. This is done by first establishing a cohesive goal through the storyboard diagram and continuously reflecting upon it throughout the designing process. I found it beneficial to use the diagram during the design development to clearly present the reasoning of design decisions. I also found that ability to clearly present the design reasoning benefited client discussions immensely. After a number of meetings the client expressed their appreciation of the breakdown and process of the analysis using the diagram. Establishing a clear goal and direction of the brand early results in a more beneficial execution of the branded identity, and therefore saves time and money.

Storyboard Diagram

Parameters that the branding team must address when developing a strong Branded Identity.



DesignTeam is the group that develops the idea of how the company wants to be perceived by the public.

1

Brand Attribute is the designer's interpretation of the client's identity into a design that provokes the emotional qualities targeted.

2

Variables are the elements that strengthen the client's branded identity and must consistently express the client's brand attributes.

3

Public Experience is how users view the client's goals. Consistency promotes and reignites the perception of the client's identity.

4

Customer Loyalty is created through constant use and approval of the multiple variables and generated reliance.

5

Success is created through monetary growth or positive development of client's identity and goals. Success can be also determined based upon the developed relationships with the public.

6

Conclusion

The ability to communicate graphically offers a break from the traditional means of written language and allows a clever way of generating a direct graphic expression of various concepts. The development of the storyboard diagram is a visual definition of brands, that communicates both analysis and design direction. The breakdown of branding into stages explains how the correct execution of brand can create the correct public response wanted by the client and design team. In addition, to depict the diagram as a continuous cycle describes that the brand process is always in constant need of attention.

With further research we can test the success of the storyboard diagram in a multi-person design team. This will be through examining the opportunities or constraints in which the diagram is utilized as a design tool for communicating the client's brand correctly. Another examination could explore alternative variables based upon different fields beyond retail, such as personal branding, product branding, or even spatial branding where the variables (product, customer interaction and physical space) need to be altered or even expanded to express the client's brand to the specific target public audience.

Just as the concept of branding ever changes, so must the analysis and development of brand must grow and constantly evolve. The true understanding of brand is when one can accept the ongoing evolution of the term. It is the need to change that keeps the concept of branding strong in all different forms of design.

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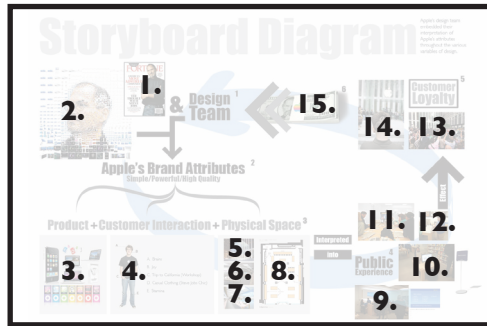
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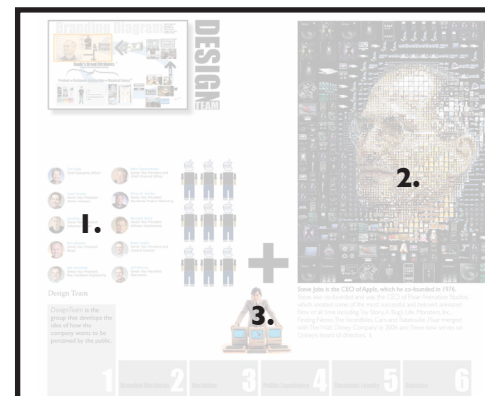
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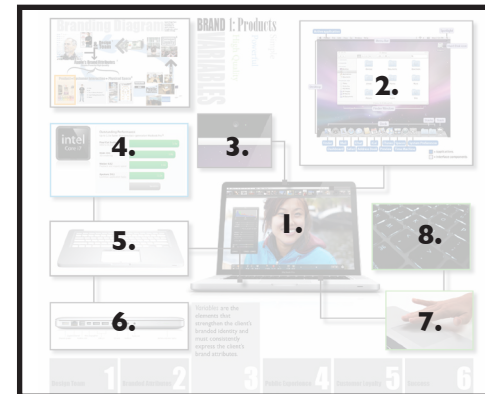
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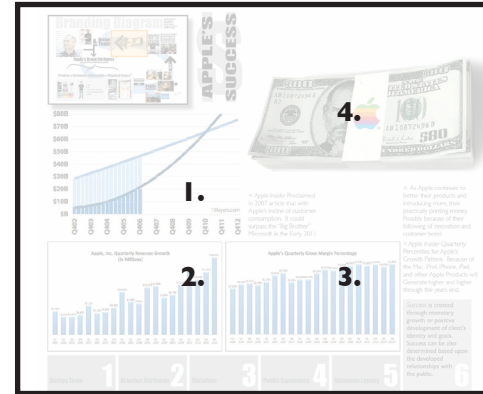
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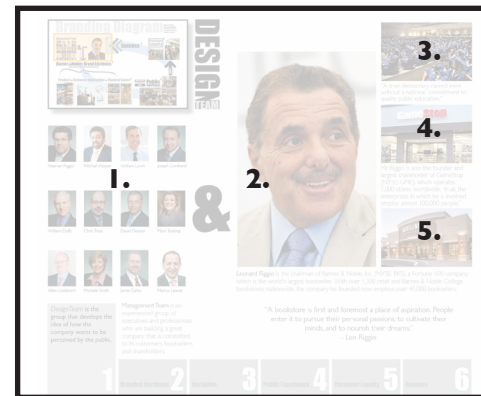
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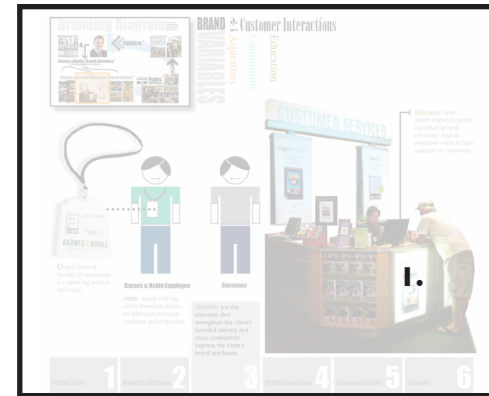
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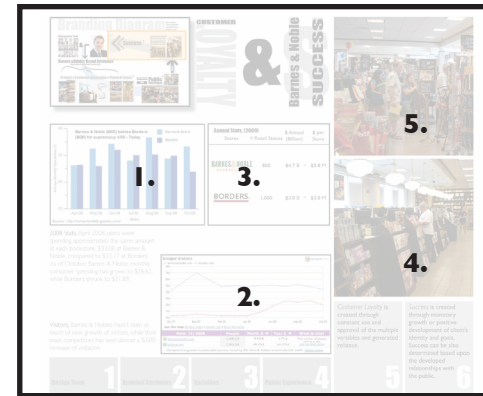
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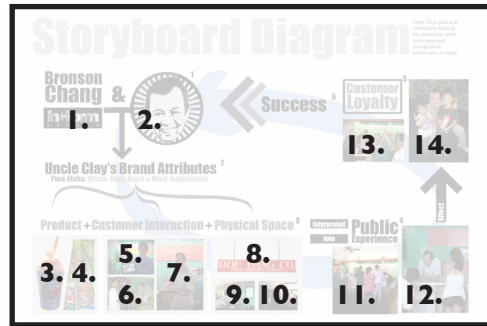
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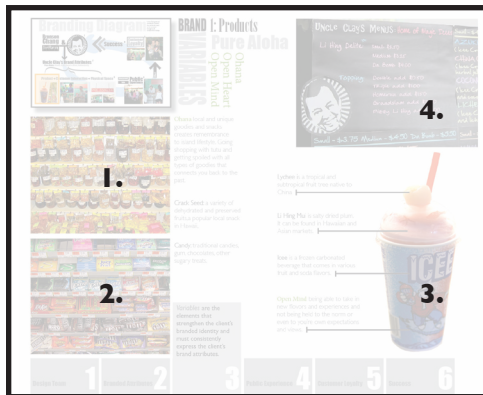
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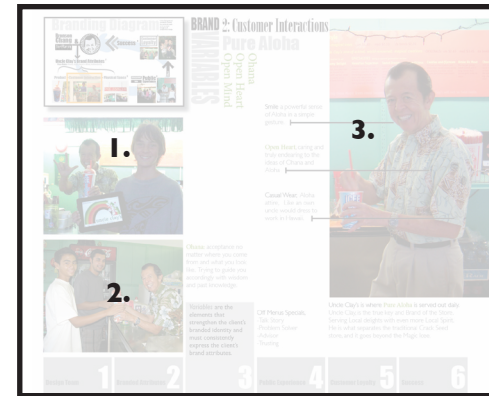
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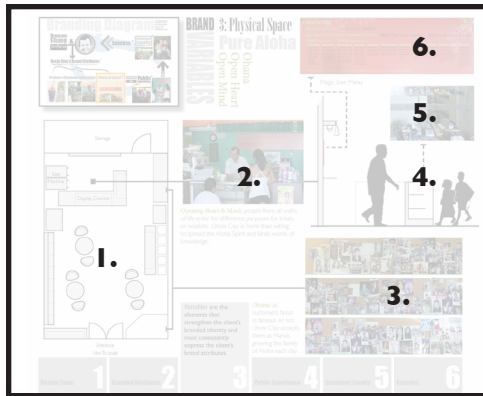
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2. Candy Stand. Digital image. Flickr; 11 Mar. 2009. Web. 13 Oct. 2010. <<http://www.flickr.com/photos/thetruthabout/3347884036/>>.
3. Lychee Icee. Digital image. Flickr; 10 May 2010. Web. 9 Nov. 2010. <<http://www.flickr.com/photos/roboppy/4603475768/>>.
4. Uncle Clay's Retro Logo Black and White. Digital image. Uncle Clay's Renovation Opening. 15 Aug. 2008. Web. 12 Nov. 2010. <<http://www.lastplace.com/UncleClays/index.htm>>.



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1. An Award Given from Uncle Clay. Digital image. Uncle Clay. Facebook, 20 Nov. 2010. Web. 10 Dec. 2010. <<http://www.facebook.com/uncleclays?sk=photos>>.
2. Uncle Clay Hands Icee to Two Customers. Digital image. Pure Aloha in Every ICEE. Naturally HI, 17 Aug. 2010. Web. 12 Nov. 2010. <<http://naturallyhi.com/2010/08/17/pure-aloha-in-every-icee/>>.
3. Uncle Clay Making Magic Icee with a Smile. Digital image. Flickr, 21 Dec. 2008. Web. 12 Nov. 2010. <<http://www.flickr.com/photos/kathyyilchan/3137942528/>>.



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1. Drawing of Floor Plan of Uncle Clays Store. By Author: 20 October 2010. Aina Haina Shopping Center; Hawai'i
2. Customers Chatting with Uncle Clay at Counter: By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i
3. Collage of Image on Wall in Uncle Clay's Store. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i
4. Silhouette Images. Digital image. All Silhouettes. Web. 1 Dec. 2010. <<http://all-silhouettes.com/>>.
5. Counter Display in Uncle Clay's Store. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i
6. Magic Icee Menu in Uncle Clay's Store. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i



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1. Customer Interacting with Uncle Clay. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i
2. Uncle Clay's Reviews. Digital image. Yelp. Web. 22 Sept. 2010. <<http://www.yelp.com/biz/uncle-clays-doe-fang-honolulu>>.
3. Customers Chatting with Uncle Clay at Counter: By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i
4. Customers Inside Uncle Clay's Store. Digital image. Flickr; 10 May 2010. Web. 22 Sept. 2010. <<http://www.flickr.com/photos/roboppy/4603475580/>>.
5. Uncle Clay Meeting a New Customer: By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i



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1. Community in Store for the Grand Opening of Uncle Clay's Renovation. Uncle Clay's Renovation Opening. 15 Aug. 2008. Web. 12 Nov. 2010. <<http://www.lastplace.com/UncleClays/index.htm>>.

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3. Guest at Uncle Clay's Grand Opening. Digital image. Uncle Clay's Renovation Opening. 15 Aug. 2008. Web. 12 Nov. 2010. <<http://www.lastplace.com/UncleClays/index.htm>>.

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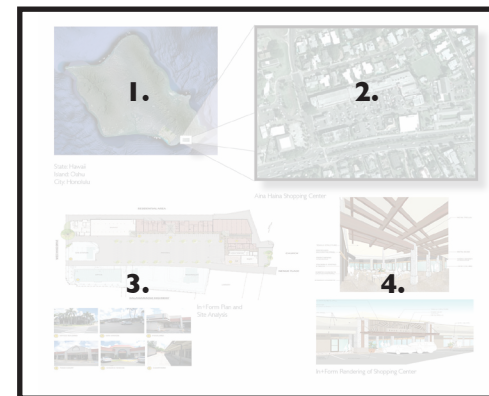


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1. Graph that Depicts Various Levels of Success. By Author. 15 November 2010.

2. Sheets of Pure Aloha Oath. Digital image. Photobucket. Web. 10 Nov. 2010. <<http://s570.photobucket.com/albums/ss148/bchang20/?action=view&at=purealohaathprints.jpg>>.

Brand Recommendations



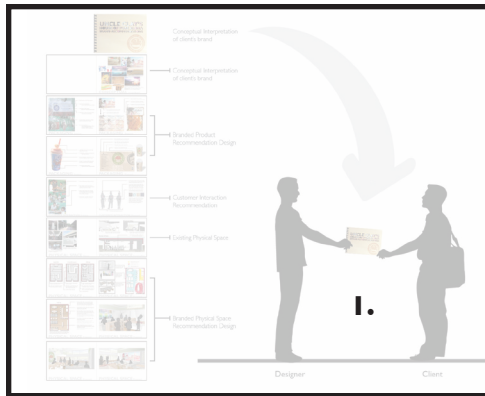
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1. Map of Oahu, HI. Google Earth. 9 December 2010.

2. Map of Aina Haina Shopping Center Oahu, HI. Google Earth. 9 December 2010.

3. Aina Haina Site Analysis. Digital image. 27 Feb. 2009. Web. 9 Dec. 2010. <http://www.ainahaina.org/?page_id=8>.

4. Interior Perspective of Aina Haina Proposal. Digital image. 27 Feb. 2009. Web. 9 Dec. 2010. <http://www.ainahaina.org/?page_id=8>.



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1. Silhouette Images. Digital image. All Silhouettes. Web. 1 Dec. 2010. <<http://all-silhouettes.com/>>.



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1. Mr. Rooter Plumbing Logo. Digital image. Q&A with Mr. Rooter Plumbing Expert. Home Renovation Guide, 28 Aug. 2009. Web. 8 Feb. 2011. <<http://blog.homerenovationguide.com/plumbing/qa-with-mr-rooter-plumbing-expert/>>.

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10. Reclaimed Coffee Table. Digital image. Tree Hugger, 31 Mar. 2008. Web. 4 Feb. 2011. <<http://www.treehugger.com/files/2008/03/reclaimed-wood-furniture-carlos-motta.php>>.

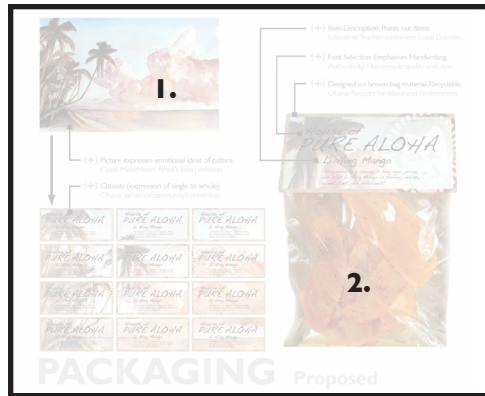
11. Sunset Over Ala Moana Beach Park. Digital image. Beach Backgrounds. Web. 20 Apr. 2011. <<http://www.beach-backgrounds.com/sunsets/sunset-over-the-ala-moana-beach-park-honolulu-oahu-hawaii-wallpaper/>>.



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1. Uncle Clay's Labels for Crack Seed . By Author. 24 October 2010.

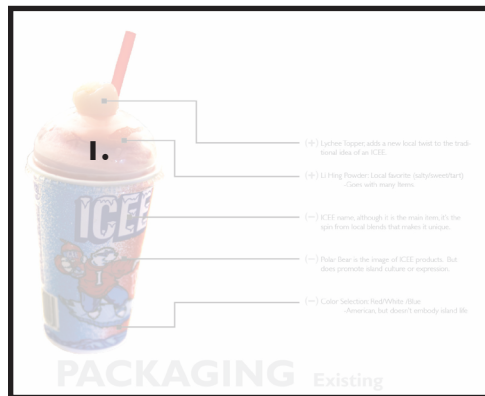
2. Uncle Clay's Display wall of Crack Seed . By Author. 24 October 2010.



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1. Hawaii Watercolor: Digital image. Chance Artwork. Web. 30 Jan. 2011. <<http://www.chanceartworks.com/illustration.html>>.

2. Uncle Clay's Proposed Product Packaging. By Author: 24 October 2010. Aina Haina Shopping Center, Hawai'i



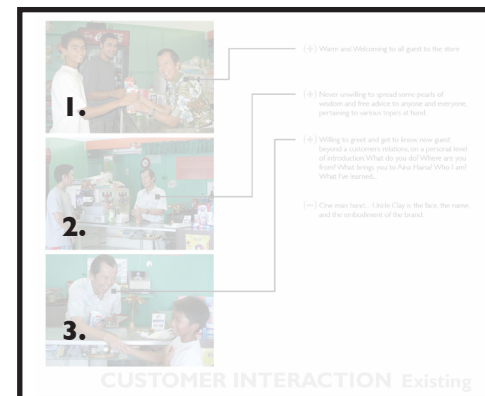
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1. Lychee Icee. Digital image. Flickr; 10 May 2010. Web. 9 Nov. 2010. <<http://www.flickr.com/photos/roboppy/4603475768/>>.



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1. Uncle Clay's Proposed Cup Design for Magic Icees . By Author: 24 October 2010.

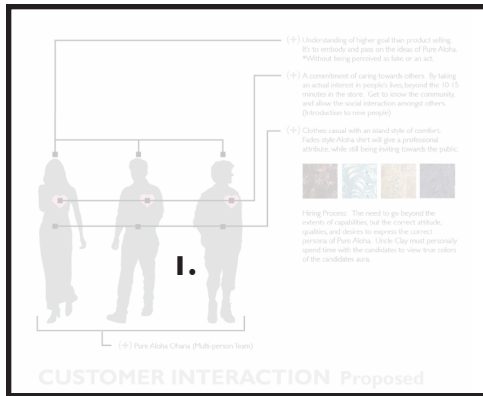


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1. Uncle Clay Hands Icee to Two Customers. Digital image. Pure Aloha in Every ICEE. Naturally HI, 17 Aug. 2010. Web. 12 Nov. 2010. <<http://naturallyhi.com/2010/08/17/pure-aloha-in-every-icee/>>.

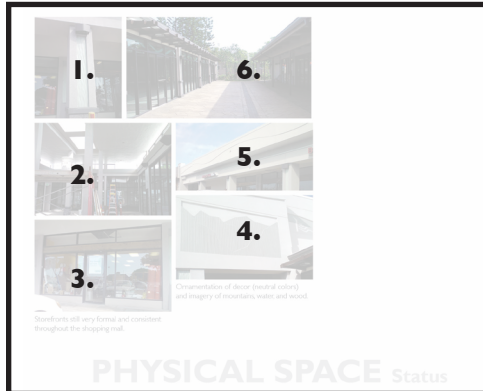
2. Customer Interacting with Uncle Clay. By Author: 24 October 2010. Aina Haina Shopping Center, Hawai'i

3. Uncle Clay Meeting a New Customer. By Author: 24 October 2010. Aina Haina Shopping Center, Hawai'i



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1. Silhouette Images. Digital image. All Silhouettes. Web. 1 Dec. 2010. <<http://all-silhouettes.com/>>.



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1. Finished Column of Newly Renovated Aina Haina Shopping Center. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i

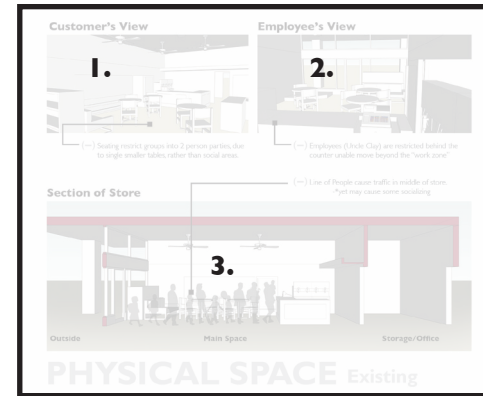
2. Interview of Food Court of Newly Renovated Aina Haina Shopping Center. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i

3. Standard Storefronts of Newly Renovated Aina Haina Shopping Center. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i

4. Décor of Newly Renovated Aina Haina Shopping Center. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i

5. Ornamentation Band of Newly Renovated Aina Haina Shopping Center. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i

6. View of East Corridor of Newly Renovated Aina Haina Shopping Center. By Author: 24 October 2010. Aina Haina Shopping Center; Hawai'i

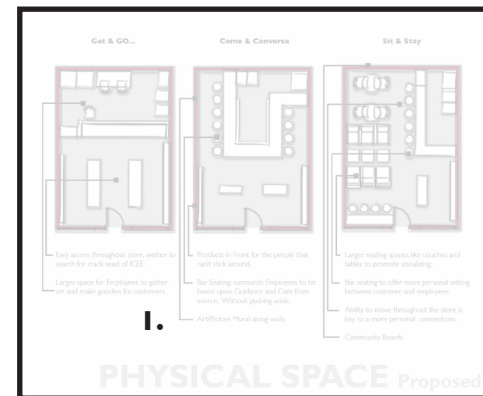


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1. Interior View from Entrance of 3D Model of Uncle Clay's Store. By Author: 24 February 2011. SketchUp

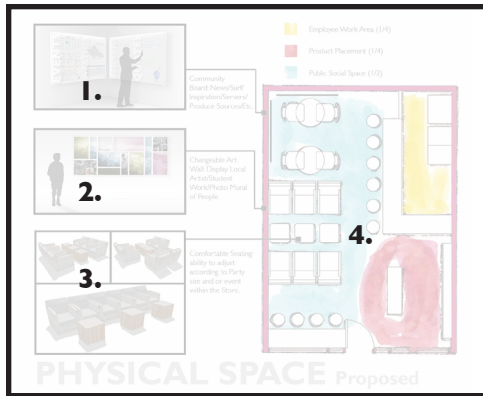
2. Interior View Behind Counter of 3D Model of Uncle Clay's Store. By Author: 24 February 2011. SketchUp

3. Section View of 3D Model of Uncle Clay's Store. By Author: 24 February 2011. SketchUp



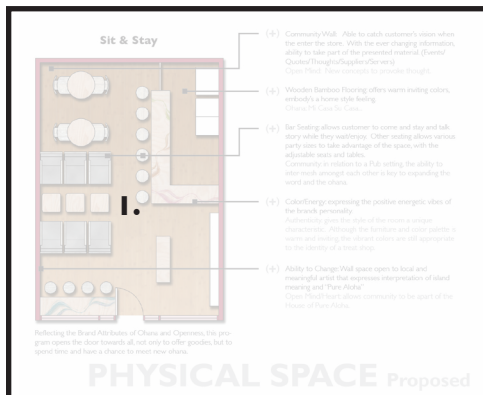
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1. Various Schematic Floor Plans of Proposed Uncle Clay's Store. By Author: 2 March 2011.



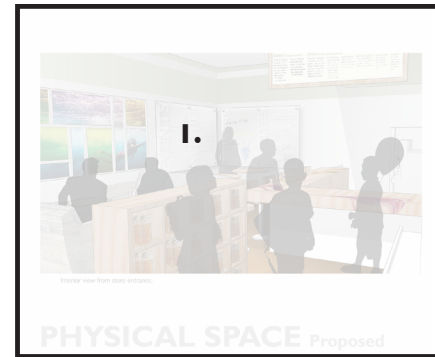
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1. Conceptual Design of Community Board. By Author: 3 March 2011. SketchUp
2. Conceptual Design of Art Wall. By Author: 3 March 2011. SketchUp
3. Conceptual Design of Furniture Arrangements. By Author: 3 March 2011. SketchUp
4. Program Development of Floor Plan of Proposed Uncle Clay's Store. By Author: 3 March 2011.



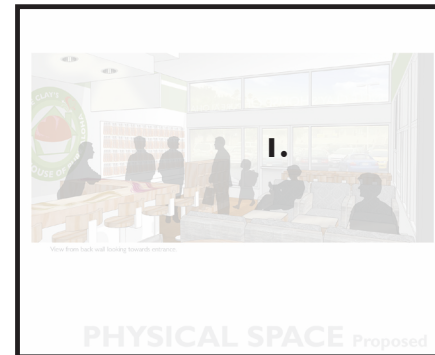
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1. Material Rendering of Floor Plan of Proposed Uncle Clay's Store. By Author: 3 March 2011.



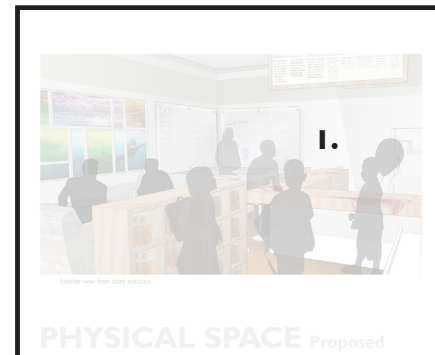
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1. Interior Perspective of Proposed Uncle Clay's Store. By Author: 3 March 2011. SketchUp



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1. Interior Perspective in Line of Proposed Uncle Clay's Store. By Author: 3 March 2011. SketchUp



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1. Interior Perspective Behind Counter of Proposed Uncle Clay's Store. By Author: 3 March 2011. SketchUp

Hawaiian Vocabulary

Aina Haina

- A city located in southeast Oahu, Hawai'i

Aloha

- nvt., nvs. Aloha, love, affection, compassion, mercy, sympathy, pity, kindness, sentiment, grace, charity; greeting, salutation, regards; sweetheart, lover; loved one; beloved, loving, kind, compassionate, charitable, lovable; to love, be fond of; to show kindness, mercy, pity, charity, affection; to venerate; to remember with affection; to greet, hail.

Ohana

- nvs. Family, relative, kin group; related, extended family, clan.

- vi. To gather for family prayers.